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ABSTRACT

The teaching guide presents a comprehensive description of career opportunities in business and office occupations and of the educational requirements for obtaining business employment. Career opportunities for the following five cycles are described: administration, business ownership, clerical, records systems and control (accounting and computer), and secretarial. Each cycle covers career opportunities by describing the nature of the work, duties, responsibilities, salaries, social environment, personal and educational qualifications, and employment location and opportunities. The specific occupations within each cluster are described individually. Annotated bibliographies and suggested student activities are provided for the individual cycles. (NJ)

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BUSINESS AND OFFICE
OCCUPATIONS CLUSTER

INTRODUCTION TO VOCATIONS

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Department of Education
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DEPARTMENT OF EDUCATION
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BUSINESS AND OFFICE OCCUPATIONS CLUSTER

INTRODUCTION TO VOCATIONS

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FOREWORD

Full implementation of the career education concept requires accurate and comprehensive information about occupations. This document provides this information for the business and office occupations cluster. In addition to its valuable contribution to the success of the Introduction to Vocations program, this publication should be particularly valuable to business education teachers and their students. The teacher attempting to help a student clarify his or her career objectives within the business and office education cluster now has, in one document, the information necessary to accomplish this goal.

Special recognition should be given to Dr. Edward Brower who developed the proposal which made this project a reality and to Dr. Rodney Jurist who, along with Dr. Brower, co-directed the project. Appreciation is extended to Dr. Albert Rossetti, Dr. Kenneth Everard and to Ms. Beverly Spannuth who authored various cycles. Appreciation is also expressed to John W. Williams, Director, Introduction to Vocations and to the many individuals who contributed time and effort in the completion of this project.

Stephen J. Seu, Director
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INTRODUCTION

PURPOSE

Career education is a concept that many individuals and groups are attempting to define and operationalize. There is no attempt in the present writing to provide another "simple" definition. Instead, the design of the present document is to provide those concerned with implementing career education more than another definition. Specifically, contained herein you will find an accurate, comprehensive description of career opportunities available through Business and Office Occupations; that is, you will find one component of every definition--a description of one area of the world of work.

It is perhaps trite to suggest that if young people are to develop accurate insights concerning the nature of various careers that the inputs used to derive these insights must be accurate. However, one need not go very far to collect numerous samples of inaccurate career information and, perhaps, the beginnings of inaccurate insights concerning careers.

In practice, the task of describing career opportunities in Business and Office Occupations is either extremely difficult or extremely simple. The task is extremely difficult if one attempts to bring all the career opportunities together, for opportunities in Business and Office Occupations are truly diverse. The task is extremely simple if one chooses to equate career opportunities in Business and Office Occupations with skill training, for all that is necessary is a discussion of clerical opportunities. The present project is designed to assist the individual presenting career opportunities in Business and Office Occupations who chooses to take the comparatively difficult route and present both accurate and comprehensive information. Hopefully, your efforts will be made simpler by providing you with comprehensive information in one document--the descriptive material contained herein.

The present document contains a vocationally referenced set of materials, useful for developing career-oriented experiences in one vocational cluster--Business and Office Occupations. It is anticipated that use of the present document will enable Introduction to Vocations instructors to:

1. Accurately describe career opportunities in business employment, utilizing the cycle approach. That is, instructors will be able to:
    a. identify cycles of business-oriented career opportunities, and
    b. characterize business-oriented career opportunities, including required education, salary potentials, working conditions, advancement potential, and the like.
2. Accurately describe the formal business education necessary to obtain business employment. That is, instructors will be able to accurately describe the secondary and post-secondary business education experiences that, initially, lead to business employment.

The present effort was designed for use in Introduction to Vocations classes. It is also recognized that career choice is a longitudinal process, and consequently many additional people may find our efforts useful.

DESIGN

The activities of the consultants who completed the present project obviously served many purposes. Perhaps the most significant of the purposes was to bring together information concerning career opportunities in the Business and Office Occupations cluster. Much of the material in the present document was available in other sources. The consultants brought these diverse sources together. In other instances, much of what you will read was not available in other sources and had to be intelligently inferred. The wisdom of the consultants' inferences will be validated by you, the user.

CONTENT

The present project included the development of descriptive material and a correlated filmstrip. The descriptive material is designed primarily for the teacher and the filmstrip, CAREERS IN BUSINESS AND OFFICE OCCUPATIONS, is designed for class use. The use of the descriptive material and the filmstrip is left entirely to the teacher. You may wish to use the filmstrip as a kickoff or as a summary device. Or, if you are utilizing an individual progress, individualized format, you may wish to use the filmstrip in some other fashion. In addition, parts of the descriptive material might be given to the student for independent research and study. An important point is that the descriptive material and filmstrip are relatively comprehensive and complementary--one could be used without the other.

ORGANIZATION

The Business and Office Occupations cluster is composed of a series of cycles. In order that the present effort might relate to current thinking, career opportunities for the following five cycles are described[1]:

1. Administrative - Office Supervisor, Office Manager, and Fiscal Manager
2. Business Ownership - Entrepreneurship
3. Clerical - General Office Clerk, Clerk Typist, Machine Transcriber, and Office Machine Operator
4. Record Systems and Control - Accountant, Bookkeeper, Computer Programmer, and Computer Operator
5. Secretarial - Secretary, Secretary Specialist (Executive, Legal, Medical, Steno)

The five cycles listed above are comprehensive. That is, within the five you will find career opportunities associated and not normally associated with Business and Office Occupations. It is anticipated that by describing a comprehensive set of career opportunities curriculum planners, teachers and those making career choices will begin to visualize Business and Office Occupations as more than preparation for secretarial and clerical occupations. Perhaps the present document will become a "conscience paper" and encourage new curriculum thinking concerning Business and Office Occupations.

---

[1] James Wykle, "Career Education and the Business and Office Occupations," Business Education World (March-April 1972), p. 28.

As you step through the five cycles you will find that, when possible, the consultants have attempted to utilize a common writing format. First, you will find objectives for the cycle, followed by a description of the appropriate career opportunities. When describing career opportunities an attempt has been made to utilize the following or similarly descriptive topical headings:

1. Sights and Sounds. Included within Sights and Sounds is a description of the nature of work, activities of the worker, duties, responsibilities, salary, employment ladder, and the like.

   The writing under Sights and Sounds is inclusive. It is anticipated that the IV instructor could use this information to create initial interests, and/or the student could make a "first glance" career judgment based on Sights and Sounds information.

2. Co-Workers and Contacts. Included in Co-Workers and Contacts is a description of the kinds of people and the situations in which employees meet other people. It is anticipated that Co-Workers and Contacts will establish the need for the personal qualities and educational requirements found in other sections. It is also anticipated that Co-Workers and Contacts will also begin to describe the social environment in which people work.

3. Personal Qualities. Included in Personal Qualities is a description of the critical personal traits, characteristics, and the like, that make for job success.

4. Educational Requirements. Included in Educational Requirements is a description of the level of education necessary for entry-level and advanced positions.

5. Life-Style. Included in Life-Style are the following kinds of employee-related information: the community in which employees live, the kinds of friends and associates, the possible effects of employment on family relationships, the organizations one might join, cultural and leisure-time activities, and the social prestige attached to the occupation. It should be noted that the information included under Life-Style is most subjective and was difficult to infer.

6. Employment Location. Included under Employment Location is a description of where one may find employment.

7. Employment Opportunities. Included in Employment Opportunities is a description of the present status of employment opportunities, plus projected employment opportunities.

8. Obtaining Employment. Included under Obtaining Employment is a description of the procedures one might use to obtain employment.

WRITING STYLE

The descriptive material was written by five consultants. There was no attempt to utilize a uniform writing style. On the contrary, each consultant was encouraged to be as creative as he/she desired. The final document shows individuality, and, consequently, is more interesting reading than if only one individual was responsible for all the writing.

TIMING

You will notice that no attempt has been made to suggest a time plan for the various cycles. The design for the present project was to provide comprehensive information.

The amount of time devoted to Business and Office Occupations is totally a matter of individual choice. However, one caution should be mentioned. If an instructor finds that there is insufficient time to explore the information contained herein, all five cycles should be presented in abbreviated form, rather than a comprehensive presentation of two or three cycles. To delete cycles would be to destroy the comprehensiveness of the present project.

INTRODUCTION TO VOCATIONS

BUSINESS & OFFICE OCCUPATIONS CLUSTER

ADMINISTRATIVE CYCLE

by

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INTRODUCTION

As your students experience the enthusiasm, importance, and opportunities attached to the several cycles in the Business and Office Occupations Cluster, you will note many references to supervisors, bosses, or managers. Any study of American business and industry automatically points up the need for persons to assume supervisory roles in order to see that the process of work flow is smooth, efficient, and effective. The administrative cycle will provide an opportunity for you to give your students a deeper understanding and awareness of the opportunities available to workers as administrators or supervisors of the office function.

CYCLE OBJECTIVES

1. To increase students' awareness of the numerous types of supervisory positions available in the business office.
2. To crystallize the differences between levels of managers.
3. To provide students with a list of traits and characteristics considered most important for successful supervisors.

4. To make students aware of the actual responsibilities of the typical supervisor or administrator in the office environment.

5. To give students an opportunity to gather more information about the supervisor's position through field trips, interviews, readings, etc.

SIGHTS AND SOUNDS

Every organization, business, or office, regardless of size, must have an individual or group of individuals who share the responsibility for making decisions and directing activities. The area of management can be the most attractive area of business if you find leadership challenging and enjoyable. The rewards and risks of being in management positions are greater than in most other types of jobs. Most people would agree that management is a process consisting of planning, organizing, directing, and controlling in order that the objectives of the organization be met.

Administrative or managerial positions mean different things to different people. There is no one definition of what an office manager or supervisor does. It depends on the type of business, the structure of the business, and other related factors. One of the simplest and most accurate definitions of management is the following: "Management is the art of getting things done through other people." Other words which would describe management are: administration, supervision, leadership direction, foreman, executive function, and the like. Management or administration is found in all aspects of business, industry, and government.

There are managers or administrators responsible for the many different functions of any organizations: accounting, payroll, production, marketing, sales, operations, etc. In this particular cycle, the position of office manager or office supervisor will be fully explored.

The office has been increasing in importance during the past 50 years. The office function acts as the records processing center in assisting an organization of any type to meet its objectives. The office is concerned with data gathering, data conversion, data processing, data maintenance, and data retrieval. Thus, the office is the information center of an organization--the nerve center of any business, organization, or industry.

In 1870, the ratio between clerical workers and the total working force was 1 in 40 workers. In 1968 the ratio had drastically changed to 1 in 6 workers. Since 1940 the total population of the U. S. increased 152 percent, the total working force increased 168 percent, but clerical workers increased 277 percent. These statistics point up the need and opportunities that have been created for persons interested in supervising and managing this increasing number of people.

In addition, the recent technological developments and advancements that have taken place in the office environment, new office equipment, and changing office procedures, are indicative of the need for persons with special aptitude, interest, and training in order to serve as office manager/supervisor. Areas such as word processing, reprographics, telecommunication, and microfilming are all affecting the operation and management of the office.

The office will receive increased attention for two reasons. First, top management is beginning to recognize the general inefficiency existing in office operations. Secondly, labor costs in the support systems area are beginning to increase at rates disproportionate to the increases in office productivity.

Before going into the office manager, office supervisor, or related position any further, let's take a closer look at the entire classification of management or supervision.

Levels of Management

What are the levels of management usually found in business? Most businesses and industries are known to have three distinct levels of management.

Top Management is the highest level of management in the organization. This level is usually reserved for the highest echelon---those who exercise command and authority in the company. Top management determines the broad goals and objectives of the company. Of the 8 million people found in some form of management or administration only about 5 percent of the workers would be classified as top management. A person with a title of Vice President of Production, Vice President of Marketing, or Vice President of Personnel would usually be considered part of top management.

Middle or Intermediate Management is usually referred to as the second level of management in most organizations. These managers usually have the responsibility for developing operational plans and procedures to implement broad plans conceived by top management. Middle management would usually include assistant managers of the numerous divisions and other supportive individuals, such as budget director, credit and collections director and stenographic services manager. Approximately 45 percent of the persons classified as management would be considered part of the middle or intermediate management sector. An office manager in charge of a centralized office system, a company sales manager, or a plant superintendent would be other examples of middle management.

Operating or Supervisory Management is the lowest level in management. It includes foremen and supervisors immediately responsible for directing the work of employees. Members of operating management are mainly concerned with putting operations decisions determined by middle management into action; they do not generally initiate plans of their own. Approximately half of the eight million people classified as managers or supervisors would be found in this category. A word processing center manager for American Cyanimid, or a business office supervisor of New Jersey Bell Telephone would be examples of operating or supervisory managers.

Positions in office management or office supervision would normally be found in the two lower levels of management described above. In the case of a large firm with a centralized office function, there would undoubtedly be a position of office manager and that person would be part of the middle management team. Under the office manager's jurisdiction there might appropriately be several supervisory managers of a specific unit in the office--word processing center, data processing center, secretarial services, pool manager, etc.

FUNCTIONS OF OFFICE MANAGEMENT

Office management is the planning, organizing, and controlling of office work. In some businesses there is a specific office manager; in others, every manager in the business is responsible for some office work and some of its supervision.

Planning. Planning is basic to every level of management. You must plan in order to meet any objective. Questions that should be answered by the office manager should include: What needs to be done? How should we do it? How much time will it take? Where will it be done? Who will be involved in doing it? Why should this be done? With these questions in mind, plans can then be made so as to make advantageous use of time, money, materials, and human resources. In an office there are typically periods of workflow. Office work usually follows a rhythmic pattern since it frequently follows along an accounting cycle. Once the office manager knows the peak periods, he can make plans to avoid or reduce the problems in handling them. The office manager who has his work planned will be able to avoid not only the difficulties arising from peak periods but will also be able to make the most effective use of personnel during slack periods.

Organizing. The office manager must establish an organizational structure and a pattern of working relationships. With good organization, each individual in the unit knows his/her responsibilities and duties. The organization is established when workflow is investigated and analyzed by the office manager. The manager must organize his/her staff for efficient production and must coordinate the office function with other functions of the business or organization. A big decision to reach in planning organization is the question of centralized or decentralized office procedures. This problem is not easily solved because office activities extend all the way through the firm---from the president's office to the lowest-paid clerk. In general, centralization brings more control of office work. In most businesses and organizations, it is common to find some aspects of office functions under centralized control and others apart from the office.

Controlling. Control is the function of regulating action in relation to the planning that has been done. It is necessary to set up criteria or checks, evaluating the actual results with these checks, and making any needed corrections. This is the evaluation process of the office manager. Here he actually supervises and evaluates the persons under his supervision. He is able to monitor the productivity of the office and the individual in it.

OFFICE MANAGER DEFINED

The Dictionary of Occupational Titles lists two descriptions that are pertinent to office management or administration. They are both under the category classification 169.168. The first is Office Manager and the second is Chief Clerk II. The complete definition for each follows.

Office Manager -- Supervises and coordinates activities of personnel in centralized clercial functions or organization: organizes office operations, such as typing, bookkeeping, preparation of payrolls, and other clerical services. Maintains efficient flow of work by evaluating office production and revising procedures accordingly. Directs supervisors responsible for other clerical and administration functions. Standardizes office procedures and initiates policy and procedure changes. Directs department operations to prepare and retain records, files, and reports in accordance with standards. Plans office layouts, requisitions office supplies and equipment, and initiates cost reduction programs. Reviews clerical and personnel records to insure their completeness, accuracy, and timeliness. Coordinates activites with those of other departments. Prepares activities reports for guidance of management. May participate in budget preparation. May perform clerical duties, such as bookkeeping or making payroll.

Chief Clerk II -- (manager, general office; manager, general services; office supervisor) Supervises and coordinates activities of clerical staff of an establishment: prepares work schedules and expedities workflow. Reviews work performed, prepares employee ratings, and conducts employee benefit and insurance programs. Computes and compiles data and prepares records and reports. Directs preparation of payrolls. Studies and standardizes procedures to improve efficiency of department. Devises required forms. Coordinates work with operations of other departments. Estimates budget needs.

These descriptions provided by DOT are all inclusive and encompassing. Again, it should be understood that the office manager in one organization may do all of the above, another many have a number of responsibilities identified, and still another may have only limited responsibilities from the above list.

Looking specifically at supervisory work (clerical, sales, and related activities), the DOT describes activities in the position of office manager as supervising and coordinating the activities of personnel engaged in clerical, sales and related work. For this position the following are identified as worker requirements:

An occupationally significant combination of:

1. Ability to become thoroughly familiar with one or more clerical or sales activities.
2. Ability to plan ahead and to make assignments in a manner which promotes coordinated action and the completion of individual tasks according to established priorities.
3. Verbal ability to communicate effectively, orally and in writing with superiors and subordinates.
4. Clerical aptitude to detect errors in correspondence, statistical tabulations, price lists, inventory records and timetables.
5. Ability to motivate people to work cooperatively and conscientiously in activities which are frequently routine and repetitive.
6. Ability to perform work done by subordinates and to train new employees when required.

The DOT also describes and identifies worker requirements for other positions that might fit office supervisors or managers; administration; managerial work.

A recent survey conducted in the Portland, Oregon, area identified activities performed by office managers. The activities are listed in order of greatest frequency to least frequency in the following enumeration:

1. Personnel Hiring and Relations
2. Written Communications (Letter and Reports)
3. Job Analysis
4. Oral Communications (Public and Employees)
5. Forms Design and Control
6. Purchase and Control of Office Machines, Supplies, and Furnishings
7. Systems and Procedures Analysis and Design
8. Office Design, Layout and Other Building Responsibilities
9. Records Management
10. Procedures Writing
11. Organization Analysis and Development
12. Planning (with others)
13. Planning (alone)
14. Staff Meetings
15. Work Measurement, Standards, and Cost of Output
16. Budget Planning
17. Mailing Services
18. Punched Cards
19. Reproductive Services
20. Cost Study
21. Compensation Plans and Fringe Benefits

The above list of activities of an office manager/supervisor parallels the DOT descriptions of an office manager/supervisor very closely. These activities should give an individual a great deal of insight into the responsibilities and duties of an office manager.

Looking at Item #1, "Personnel Hiring and Relations," a person interested in this line of work should ask himself several questions:

1. Do I like to talk with and work with other people?
2. Do I have the ability to motivate others?
3. Can I judge a person's ability and attitude through interviewing?
4. Do I enjoy telling others what to do?

The second item, "Written Communications," would necessitate asking the following questions:

1. Do I know the techniques of good letter or report writing?
2. Am I able to use the English language effectively and accurately?
3. Am I able to express myself with clarity?
4. Can I organize my thoughts and ideas in orderly fashion?

The third item most frequently performed, "Job Analysis," would encourage the following questions:

1. Am I able to observe how a job is completed?
2. Do I have the ability to establish priorities for completing a job?
3. Am I able to determine whether a job could be completed in a more efficient, quick manner?

Looking at the list of activities identified in the DOT description, as well as the Oregon study, it is evident that an office manager has more responsibilities and duties that are people-oriented than systems and procedures-oriented. This would point up the need for the ability and interest in working with people. In addition, it can be seen that many of the responsibilities identified need a technical training and background in order to be handled.

In summary, it can be seen that the area of office manager, office supervisor, or administrative office assistant can be a very exciting, important, and rewarding one. Many new opportunities will be available for persons in this area as the office function assumes even greater importance in the future.

CO-WORKERS AND CONTACTS

In any job or position, it is important to determine the kinds and number of people with whom you will come in contact. Also, what are the types of activities which will be expected of you outside your actual employment? In this section, we will discuss your co-workers, other company contacts, outside contacts in the office, and outside contacts in the community.

CO-WORKERS

The office manager or supervisor will work with the large number of persons who are found in all the offices of our major businesses, industries, and large organizations. These people are considered white collar workers and will all possess some technical training and/or education. Many of these clerical/secretarial workers will be in lower income brackets.

There is a strong likelihood that the majority of the workers under the office manager's jurisdiction will be women. This may create some turnover due to marriage, child rearing, and mobility. Many of the workers will be young high school graduates or persons with limited work experience. Another large group of these workers will be housewives returning to the labor market after raising a family. These inexperienced workers and recycled workers will pose special problems to the office manager. The ability to understand and relate to those subordinates will determine success on the job.

OTHER COMPANY CONTACTS

The office manager/supervisor will have frequent contact with persons who are in higher levels of management within the business or organization or within the same level of management. This will put him/her in contact with people who have considerable education, training, experience, and who will usually be in the higher income brackets. These contacts will demonstrate the need for the office manager/supervisor to be a person who stays abreast of the social, political, and economic situations of our society.

OUTSIDE CONTACTS IN THE OFFICE

The office manager/supervisor will have many opportunities to meet persons from outside the company. These persons could be representatives from other companies, salespeople, equipment manufacturers, or irate customers. The need for the office manager to be able to meet and handle outsiders with a pleasant personality is of utmost importance. It is especially important for the office manager to be able to handle callers with tact, courtesy, and diplomacy.

OUTSIDE CONTACTS IN THE COMMUNITY

The office manager/supervisor would be encouraged by his superiors to participate in community activities and organizations. These activities might include the local civic organizations such as Kiwanis, Lions, Rotary, or Jaycees. Participating in youth activities such as Boy

Scouts, Girl Scouts, and Little League would also be encouraged. In addition, participation in professional organizations such as Administrative Management Society, American Records Management Association, and Data Processing Management Association would be encouraged.

As can be seen, the office manager has opportunity for a great deal of contact with people--both inside and outside the company.

PERSONAL QUALITIES

Knowing the types of responsibilities and duties that an office manager/supervisor has and the type of co-workers and contacts he/she will be associated with, it is now relatively simple [illegible] identify those personal qualities that are essential for job success. They will be identified in three areas: grooming, personality traits, successful management.

GROOMING

As will be true for all levels of management personnel, the office manager/supervisor must exhibit good taste about his personal grooming. While dress styles have changed during the past few years, the typical office manager/supervisor has been pretty much a middle-of-the-roader. Men will usually be found in jacket, tie, and slacks. Women in business are turning more and more to appropriate pants suits or coordinates.

Hair styles indicate the emphasis to be on cleanliness and neatness more than on length. All other aspects of personal hygiene indicate a need for good care of teeth, skin, and cleanliness.

PERSONALITY TRAITS

The office manager/supervisor must be a person who demonstrates the following traits:

1. Ability to get along with people
2. Ability to remain cool and collected under all situations
3. Ability to motivate others
4. Ability to initiate new ideas and concepts
5. Ability to plan and use time effectively
6. A positive sense of responsibility
7. A good record of attendance and punctuality
8. A pleasant sense of humor
9. A self-starter
10. A desire to contribute to the success of the company or organization.
11. An extreme degree of reliability and dependability
12. Respect and courtesy at all times
13. A willingness to work hard, realizing that the job is not a nine-to-five position
14. An understanding and respect of people as individuals
15. A desire to continue expanding his intellect

SUCCESSFUL MANAGEMENT

The successful office manager in the technology-oriented office should observe the following five musts:

1. Determine the appropriate degree of job specialization.
2. Design jobs for office employees that will prove rewarding and interesting.
3. Improve procedures, instruments, and criteria for testing, selecting, and promoting office personnel.
4. Develop training programs for both new and experienced office personnel.
5. Initiate formalized work measurement programs and evaluate individual employee productivity.

EDUCATIONAL REQUIREMENTS

The office manager/supervisor is usually not an entry level position. Persons are promoted to this position from within the ranks.

As the office environment becomes more technological, the need for office managers/supervisors with extensive education will be greater. Education beyond high school is becoming more and more a necessity for any person interested in office management or supervision.

From the Portland, Oregon, study mentioned earlier, it was found that only nine percent of the office managers had no formal education beyond high school. Eighteen percent of the respondents had at least one or two years of college. Twenty-seven percent had over two years of college. Baccalaureate degrees were earned by forty percent of the respondents: while six percent had earned advanced degrees. Those who had a bachelor's degree usually earned it in business administration or related fields, such as business education, economics, or accounting. However, some respondents had earned their degrees in completely unrelated fields but had been promoted to office managers after acquiring experience with their organization in another position.

The DOT refers to the need for post-secondary training in the areas of business management and supervisory techniques as being necessary for persons interested in positions of office managers/supervisors.

Due to technological advancements in processing words and data in the office, it becomes increasingly evident that the person who aspires to a position of office manager/supervisor must be ready to pursue a baccalaureate degree.

The types of courses which will prepare an individual for an office manager/supervisor position would be:

Fundamentals of Accounting
Business Economics
General Psychology
Principles of Management
Office Procedures and Systems
Data Processing Techniques and Systems
Office Management
Reprographics & Calculating Machine Management
Records Management
Marketing
Business Law
Business Communications

There are approximately 52 colleges and universities in the United States which offer four-year degree programs in Office Management or Administration. In addition, an extensive number of two-year colleges (both public and private) offer courses that lead to positions as administrative assistants or office management trainees.

LIFE STYLE

The salary for office manager/supervisors will differ greatly. This difference will be based on the size of the firm, the scope of responsibilities held by the individual, the number of persons supervised, and the location of the firm. Referring again to the Portland study, it was found that salaries ranged from $7,200 to $25,000 a year. The mean was $14,925; the median was $15,150.

A study reported in the June 1974 issue of Administrative Management indicated that nationwide the average salary for an office manager in 1974 was $16,849 as compared to $13,422 in 1972. The survey indicated that approximately forty percent of the office managers received less than $15,000 in 1974, fifty percent received from $15,000 to $25,000, and ten percent received over $25,000. In addition, the study showed that office managers received an average bonus of $3,599 in 1974 compared to $3,802 in 1972.

Recognizing that the office manager will be part of the lower or middle management team, earn an average salary of approximately $15,000, have education past high school, and find his/her services needed in all large businesses, industries, or governmental agencies and in all metropolitan areas of the nation, the following conclusions can be drawn about the life style to which he/she can aspire.

1. Friends and associates will be other white collar workers who will possess similar education, economic status, and social prestige.
2. Because most large businesses and industries are located in urban areas, he/she can take advantage of the many cultural activities found in such areas.
3. He/she will most likely live in a suburban setting, own a home, and possess many of the modern conveniences available today.
4. He/she will probably be involved in community activities relating to youth groups, civic-minded organizations, or church-related organizations.
5. He/she will probably be a member of different professional organizations as they relate to his/her specific responsibilities on the job--Data Processing Management Association; American Records Management Association; Administrative Management Society; International Word Processing Association; American Society for Personnel Administration; Life Office Management Association, etc.

In every issue of Modern Office Procedures there is a feature article dealing with "Management Time and Leisure." It will be found that these articles deal with the types of activities which an office manager or supervisor would find appropriate---travel, hobbies, and fun activities. In addition, the magazine lists and describes the professional organizations for the office manager.

EMPLOYMENT LOCATION

Office managers or supervisors will usually be found in organizations that employ a large number of persons. The small business in the U. S. will not offer opportunities for persons in office management.

Large corporations who find the need to centralize some or all of their office activities will find it increasingly important to attract and employ persons for office management positions. This trend will become even more acute as big business grapples with the increasing labor costs of the office function.

Where can an office manager/supervisor expect to work? Opportunities for office managers will be greatest in the areas of finance, insurance, and service industries. All types of businesses have need for the office function. As soon as the office function increases in size, it is necessary to think about specialists to manage the office. Thus, opportunities for persons as office managers or supervisors will be in all aspects of our society---business, industry, government.

The major concentration of future employment will be in large cities and urban areas. However, as more and more businesses locate in suburbs and even rural areas, it will be possible for office managers to choose their work location. There will be opportunities in cities, suburbs, and rural communities.

The environment in which the office manager will work is changing drastically, A recent survey reported in Modern Office Procedures, "Trends in the Office Environment," indicates that the office of the future will be moving further and further away from the traditional office as far as furniture is concerned. The article explores conventional furniture, free standing modular furniture, and wall hung modular furniture. Five years ago 93 percent of the firms surveyed had conventional furniture in their offices. Currently 88 percent of the firms surveyed have conventional furniture. From a projection of what is expected in the next five to ten years, it is found that only 64 percent of the offices will have conventional furniture.

In general, the office manager of the future will be working in large, modern buildings with very clean and pleansant surroundings. The use of landscaping effects will be dominant, along with carpeting and modern equipment.

EMPLOYMENT OPPORTUNITIES

Office managers or administrators would be considered part of the managers, officials, and proprietors segment of the labor force. There were approximately 8.3 million persons employed in this classification in 1970. Of course, there would be managers and administrators of different types and with different responsibilities--office managers included. As a group, there will be an increase of about fifteen percent between 1970 and 1980 for workers in this classification. This would indicate a need for approximately an additional 1.25 million workers in this category.

In addition, there will be a need for about 3.5 million persons as replacements for persons currently in this classification.

The need for salaried managers or adminstrative personnel will continue to rise rapidly because of the increasing dependence of business organizations and government agencies on management specialists. In the case of office managers, the need for persons with specialization in supervising the office function is also expected to increase. This can already be seen by the number of opportunities created for word processing center managers, data processing managers, records or files managers, stenographic services managers, and general office managers.

OBTAINING EMPLOYMENT

Many of the sources dealing with office management or supervision indicate that the natural entry into this position is from the ranks. This means that the prospective office manager/supervisor must be employed in some phase of the organization structure before assuming responsibilities as office manager/supervisor. Yet, looking through the want ads of the New York Times or Newark Star Ledger, a reader will occassionally find opportunities for office supervisors or managers from the outside.

Since office managers are usually promoted from within, individuals interested in becoming office managers must demonstrate the ability to handle any entry level positions to which they are assigned. When a person demonstrates those talents described in other sections of this report, the opportunities to assume more responsibilities will become available. If opportunities do not exist in one's current firm, the experience gained will enable the individual to apply for a supervisory position in another firm.

Many authorities agree that training in a specific trade or skill is the best first step toward a managerial position in that particular trade or occupation.

There are three avenues for obtaining employment as an office manager:

1. Be promoted from within the ranks. This will necessitate the need for the applicant to demonstrate ability to handle lower level jobs and to indicate interest in promotion to higher level jobs.
2. By following the want ads in major newspapers and applying in the usual manner with letters and data sheet.
3. Since these positions are middle management, it is possible that an individual might go to a placement service firm in order to become aware of opportunities that might exist.

ACTIVITIES TO PURSUE WITH STUDENTS

1. Identify jobs for office managers, office supervisors, or office administrative assistants in the want ads of major newspapers.
2. Invite several different office managers or office supervisors to talk to the class. Possibilities might be:
    a. Business Office Supervisor from New Jersey Bell
    b. Word Processing Center Manager from American Cyanimid
    c. General Office Manager from Public Service Electric and Gas
    d. Secretarial Pool Supervisor from Civil Service Agency
3. Invite representatives from professional organizations to speak to the class concerning office managers or supervisors:
    a. Administrative Management Society
    b. American Records Management Association
    c. Data Processing Management Association
4. Have students visit and interview an office manager or supervisor in a local business or industry.
5. Provide students with an opportunity to role play as supervisors or managers.
6. Ask students to read an article and report on its content from a magazine dealing with the office function:
    a. The Office
    b. Modern Office Procedures
    c. Administrative Management
7. Ask students to go to the Dictionary of Occupational Titles and find the following information for a position

as office manager or office supervisor:

a. Work performed
b. Worker requirements
c. Clues for relating applicants and requirements
d. Training and Methods of Entry

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INTRODUCTION TO VOCATIONS
BUSINESS EDUCATION AND OFFICE OCCUPATIONS CLUSTER
BUSINESS OWNERSHIP CYCLE

by

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Business Ownership as a career choice is somewhat different from other careers. The key difference is that in most careers individuals will be employees whereas with business ownership the individual is the employer. This distinguishing characteristic, however, is one of perspective. Most matters affecting careers apply to business owners and to employees as will be seen as the cycle unfolds.

Business ownership, as a term, has many shades of meaning. An individual is a business owner when buying stock in a corporation or investing in a mutual fund. The dentist who opens an office down the street is also an owner. Business owners may operate alone in single proprietorships or with others in partnerships or even operate as small, private corporations. These examples represent common forms of business ownership, and all may be considered opportunities for careers.

For practical purposes, however, most individuals considering ownership as a career will tend to think of small businesses. And for that reason the emphasis in this cycle is on ownership aspects of the smaller type of business. The absentee stockholder in a large corporation is a business owner but the entrepreneur is usually an owner-operator, that is, in addition to managing the business varied tasks are performed. The potential business owner is likely to start small and for that reason primary attention is given here to the small business whether its formation is a proprietorship, partnership, or corporation. Keep in mind, however, that many successful small businesses of the past have become the large successful corporations of today.

The business ownership cycle is organized in such a way that it will, hopefully, give maximum assistance to users. The objectives of the cycle are presented first. These are followed by specific career characteristics of business ownership. Suggested teaching activities appear next. Finally, a selected and annotated bibliography is provided.

OBJECTIVES

The objectives of this cycle are twofold. With the material that follows, educators should be able to:

1. Transmit an awareness of business ownership as a career choice to others.
2. Develop tailor-made teaching-learning units on careers in business ownership.

These objectives are deliberately quite broad. While the target audience for materials dealing with careers in business ownership is grades 7-9, instructors may be able to modify easily the material for other audiences. The material is not highly structured so that teachers can select varied approaches to presenting desired concepts. This will also enable teachers to plan lessons that may take a few days, a few weeks, or longer.

CAREER CHARACTERISTICS

Specific information about careers in business ownership is presented in the following order: sights and sounds, co-workers and contacts, qualities needed by entrepreneurs, educational requirements, life style, business location, business ownership opportunities, and getting a business started.

SIGHTS AND SOUNDS

Business ownership is an alternate form of earning a living. While the large majority of individuals do not usually consider ownership as a career choice when they are young, the fact remains that many eventually become business owners or seriously consider doing so.

Consider for a moment these facts (based on 1973 statistics) and you will easily conclude that in the average classroom there are at least three or four potential business owners. In a nation of 210 million people, there are more than 11 million businesses--9 million of which are proprietorships. It is estimated that as many as 98 percent of all businesses have fewer than 50 employees. Such facts suggest that a relatively high percentage of the population become business owners.

These owners come from a variety of backgrounds. The college bound student may eventually become a partner in a law firm, engage in a medical practice, or open a drug store. The student who enters the world of work upon completion of high school may become the owner of a farm, a beauty salon, a service station, or a retail store. As a point of interest, entrepreneurs are more likely to come from blue-collar rather than from white-collar families.

The kinds and types of business opportunities are unlimited. Small businesses may be found in abundance in any of the following broad fields; manufacturing; wholesaling; retailing; service industries; finance, insurance, and real estate; contract construction; and transportation and communication. The yellow pages of the telephone directory provide a handy breakdown of local businesses.

Businesses may be operated by people with doctoral degrees or by high school dropouts. Responsibilities of owners will range from almost none in the case of the absentee owner, such as the small stockholder in a large corporation, to operating all aspects of the business alone or sharing duties with other owners. The owner may be in charge of no employees or hundreds of them, and may be open only several hours a day to operating around the clock seven days a week. Owners may rarely see customers or be in constant contact with them, and may work out of their homes or run operations from the thirtieth floor of a centrally located office building.

Businesses differ greatly but regardless of the size or kind of enterprise, owners have a great deal in common when it comes to general responsibilities. All owners assume a great deal of risk. To minimize risks and to maximize efficiency, successful owners pay careful attention to these fundamental operating areas:

1. Operations--that which must be done to produce or obtain the product or service provided customers;
2. Marketing--advertising and selling the product or service;
3. Personnel--hiring, training, and firing employees; and
4. Financial--everything related to money matters.

Much of the owner's time is spent working on problems in each of these basic areas. Areas overlap a great deal, of course, and each business will have a different set of problems within each area. When asked how owners spend their time as managers, the answer usually includes as a minimum: (a) planning, (b) organizing, and (c) controlling all aspects of business. Owner-managers, obviously, must be good at problem solving as decisions must be made frequently.

Such responsibilities would lead one to conclude that the better trained and more experienced the owner, the better the chance of survival. Education is as important to success as are desirable personal characteristics. The potential owner must be willing to work long hours and to persevere under all types of conditions. Leadership qualities are needed as well as open-mindedness and skill in dealing with people.

Willingness to take risks is an especially important owner characteristic. Statistics, in fact, verify the need for this trait. For every 100 new businesses that start, from 30 to 50 will have been discontinued within two to three years. The cause for most failures is usually poor management. One must not only be willing to take chances but must also be competent to manage affairs skillfully.

Just as owners risk failure, opportunity for success exists also. During the early months of operation, however, owners must be willing to earn little or no profit. Initial owners may even lose money during these early stages of growth--a chief cause for going out of business. On the other hand, owners may be quite successful at the outset. Most successful entrepreneurs put some of the profits back into the business in hopes of making still more money later. The potential for doing extremely well financially is one of the strong lures for deciding on a career as a business owner.

Other reasons also attract people to go into business. A strong desire to be one's own boss is a characteristic of most entrepreneurs. In one study completed by the Small Business Administration, this was the primary reason stated by owners for entering business. The desire to be independent of others is basic in many individuals.

A job ladder does not exist as is the usual case when individuals work for others. The owner, however, if he is successful, may wish to enlarge the business. This can be done in a number of ways, each of which creates a ladder of advancement. The original owner may form a partnership and share with others the responsibilities of operating a larger business than that which is possible as a single owner. Also, a corporation can be formed and the business expanded. This may enable the original owner to become president and oversee a large number of employees and, possibly, branch operations. Ford Motor Company, F. W. Woolworth Company, H. & R. Block, Inc., and many other large companies of today started as very small businesses.

CO-WORKERS AND CONTACTS

The entrepreneur is likely to come into contact with people from all walks of life. Within the business, of course, there will be employees. Some employees may be managers with college backgrounds; others will be experts who have gone to special trade schools, and some will be part-time workers with no special skills. These workers may be young and old, well educated and school dropouts, men and women may represent all races, religions, and creeds.

Customers will also come from all walks of life to purchase the product or serve. One minute the owner may be talking to a politician and the next to a computer programmer and still the next to a young child. Adjusting one's approach to fit the many types of people and the many moods of people is challenging but necessary.

When the owner is not dealing with employees of customers, he may be in contact with sales representatives from a variety of firms who may be trying to sell him something new. Contact with steady suppliers of one's inventory may occur on the telephone, by letter, or in person. Bank officers and accountants are other people with whom owners come in frequent contact. Owners are also expected to join the Chamber of Commerce and civic organizations. At meetings held by these groups, as well as at other times, owners come into contact with many business people, politicians, and civic leaders.

From each of these contacts will come numerous requests and problems. Schools and clubs ask for donations or ther purchase of advertising. A customer returns something claiming the product is defective. The bank asks for payment on a customer's check that bounced. An employee is caught stealing merchandise. Your best sales person is ill and will be away for a week. The newspaper, in error, listed your sale item at $45.95 instead of $49.55. All of these problems involve people serving different roles. Good human relations are at stake.

Fortunately, problems are offset by pleasant situations. The bank announces approval of your request for a loan to modernize your shop. You are elected to an office by fellow Rotarians. Employees throw a birthday party for "their boss." And your accountant tells you that profits this month exceeded the same month last year by 25 percent. All critical incidents involve people; hopefully the positive incidents offset the negative ones. Building good relationships with employees, customers, suppliers, and all other contacts goes a long way to building a growing business.

QUALITIES NEEDED BY ENTERPRENEURS

Because one must wear so many hats, there is great need for business owners to possess diverse personal qualities. If the entrepreneur sells merchandise for example, knowledge about the merchandise and ability to translate this knowledge to customers in a pleasant, persuasive manner are needed. On the other hand, owners must also be able to discuss the "profit margins" with his accountant and to create advertisements for the local newspaper that will sell the merchandise. Friendliness, appearance, persuasiveness, analytical skills, and numerous other qualities are vital for entrepreneurs.

The more of these qualities one possesses the better. In one study completed under the sponsorship of the Small Business Administration (see "Personality and Success" in the Bibliography), five characteristics were shown to be closely associated with success among entrepreneurs. They are:

1. Drive--responsibility, vigor, initiative, persistence, and health

2. Thinking ability--original, creative, critical, and analytical
3. Human relations ability--emotional stability, sociability, cautiousness, personal relations, consideration, cheerfulness, cooperation, and tactfulness
4. Communications ability--verbal comprehension and oral and written communications
5. Technical knowledge--information the owner has about the physical process of producing goods or services and the ability to use this information purposefully

While several of the characteristics involve personality traits, the other qualities can be acquired in some degree through formal educational channels, self-study, and experience. Tests and rating scales can be used to determine whether one possesses some of these characteristics. For example, a rating scale measuring "drive" is presented in Appendix A.

EDUCATIONAL REQUIREMENTS

There are no minimal level educational requirements for business owners. In fact, it is quite common to find owners of small businesses who have not completed high school. Owners are often blue collar workers with some technical expertise acquired through job experience who dropped out of school and are looking for alternate ways of earning a living.

This lack of educational preparation is a partial cause for some of the many business failures of entrepreneurs. As pointed out in the previous section, there are many skills to be learned, While experience can provide technical expertise in some fields, there are other areas that are satisfied best through formal education.

As a minimum, the potential entrepreneur should complete high school. In addition to a sound general high school education, one should enroll in courses in business organization and management, bookkeeping/accounting, business law, retailing, salesmanship and advertising. Special evening courses are occasionally offered through high schools that deal with the above topics or with related topics.

Ideally, the potential entrepreneur should obtain a college education, either a two-year or four-year degree with a specialization in business administration. Depending on the type of business one desires to enter, a technical field of study may also be needed. Business courses in accounting, marketing, finance, public relations, and related business topics should be selected. Many colleges offer a course in small business administration.

Self-study courses are available from The American Management Association. Seminars and special topics are occasionally offered by the Small Business Administration through educational institutions.

Work experience is as important as educational preparation. Such experience can often be obtained through educational institutions. High schools have cooperative work experience and work/study programs. Colleges also offer cooperative work experience programs. Internships involving special assignments with many kinds of businesses are available at many colleges; so are independent study opportunities available which allow for research and/or project work in business ownership.

Part-time jobs obtained by students also provide excellent ways of gathering valuable experience. General business knowledge and technical expertise can be acquired in this manner.

Direct entrepreneurship experiences are also available to students. Short-term or modified business ownership opportunities exist, such as the following:

1. Paper routes
2. Baby-sitting services
3. Fruit and vegetable stands
4. House painting
5. Lawn mowing services
6. Typewriting term papers and reports
7. Secretarial services

When such experiences are combined with educational pursuits, preparation for business ownership on a full-time basis can occur at a young age.

LIFE STYLE

The life style of entrepreneurs is highly affected by the nature of the business, its size, and its degree of success. While it is nearly impossible to generalize about the life style of any class or group of individuals in a dynamic society, there seem to be characteristics peculiar to business owners.

For the small enterprise certain demands on time will be made. The owner spends many waking hours at the business site performing a variety of tasks. By doing so, of course, labor costs are kept to a minimum and customers are provided the necessary personal touch often expected from small operations. Nearly all entrepreneurs work longer than the typical eight-hour day. However, the owner of a large, successful concern may hire managers who can operate the firm in the owner's absence for extended periods.

Life style can be affected seriously when the small, struggling enterprise is operated from the owner's home. In addition to making certain adjustments in physical space, the privacy of all family members will be affected. Interruptions do occur even after closing for the day or weekend.

Usually a sizable portion of a new owner's savings goes into the business. Vacations may be quite short or nonexistent, and luxury purchases for family members may be entirely eliminated until a reasonable profit is earned. This could be a rather long period of time.

The successful owner is likely to be middle-class oriented with a home in the suburbs. The typical entrepreneur will be a respected member of the community whose prestige is likely to be related in part to the degree of success of the business. The successful owner is likely to be a member of one of many civic organizations, the Chamber of Commerce, and a trade association. An owner's life style is greatly influenced by family, neighbors and business associates.

BUSINESS LOCATION

Business will be found wherever there are people who need goods or services--in teeming cities, small towns, and isolated outposts. Businesses can be located anywhere as long as appropriate laws are observed and licenses are obtained. For example, communities normally have zoning laws that forbid businesses from locating in residential areas.

When visualizing a business, it is easy to picture a retail store located in a business district or in a shopping center. Businesses with less visibility but with just as much importance and, perhaps, profit potential, should not be overlooked. The small wholesaler, for example, may operate out of an old warehouse. The manufacturer of a small delicate handmade instrument may be a single proprietor located in an obscure building. The seamstress may be an entrepreneur working out of an apartment. And an electrician may operate mainly out of a small motorized van.

Selecting a site for a business involves many variables. The product or service offered, types of customers, cost of space, employee needs, and available space are only a few of the types of factors that influence where business owners may decide to locate.

BUSINESS OWNERSHIP OPPORTUNITIES

Opportunities for entering business are almost unlimited assuming one has adequate capital, the necessary personal traits and skills, and drive. The more difficult task is not one of launching a business but making a success of it after it is off the ground.

Because investment funds are usually limited, most business owners start very small enterprises. Various possibilities exist for getting started. Typically, however, an existing business is purchased, a new business is initiated, or a franchise operation* is undertaken. Each means of getting started has its advantages and disadvantages.

Starting one's own business from the bottom up appeals to many but the risks involved may be greater, and the initial problems and costs may be more than one desires. Buying a going business may have slightly less risk if one thoroughly investigates the operation before deciding to purchase. Even then hidden problems arise. Risk is often reduced a great deal if one gets into a franchise-type operation. With it management assistance is available from the franchising company. Part of the proceeds, however, must be paid to this company and certain regulations must be followed in operating the enterprise.

Whatever one's choice might be for entering business, it would appear that operations for becoming an owner are readily available. Not only is the number of small businesses large but over time there seems to have been relative growth--not decline as is often thought. One measure of growth is the number of self-employed persons reported by governmental sources. In 1900, for example, there were 18 self-employed persons per 1,000 population. Today, there are about 22 per 1,000.

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*A franchise is a contract which gives one the right to do business under the name and corporate image of a large company with all the advantages of a chain network.

While opportunities for starting a small business are probably best in the merchandising and service areas, opportunity also exists in the manufacturing areas, particularly in producing specialized parts for manufacturers of items such as engines, radios, and refrigerators. There is a need for printing shops, bakeries, bottling plants and processed dairy products, all of which are production or manufacturing operations. Even though most people tend to believe that large mass production firms drive out the small manufacturer, large firms rely on small ones to supply specialized parts that are needed in the production of complicated products such as airplane engines.

The number of small manufacturing firms, however, does not begin to parallel the number of establishments in the merchandising field. The percentage of small independent enterprises in the wholesaling field is relatively large; the percentage of small firms in the retailing area is even higher. In the fast-growing service sector of the economy, business opportunities are abundant. Service businesses of all kinds, from the repairman (car, appliances, etc.) to laundromats to the public accountant, have been growing in number at a rapid pace. The local phone book will provide a source of categories and a lengthy list of service-type establishments.

Projections indicate that during the next decade, the number of small businesses will grow appreciably in the service fields, increase moderately in manufacturing and retailing, and decline slightly in wholesaling. No matter what type of business, however, opportunities will always exist for the imaginative entrepreneur.

GETTING A BUSINESS STARTED

Going into business is an exciting adventure but one that cannot be plunged into without first doing a great deal of careful investigating. One should first determine whether he has the general qualities and drive needed; complete Appendix A. If the necessary personal qualities are possessed, consider a possible business that might be launched. Then the categorized questions, found in Appendix B should be answered as honestly as possible. Both checklists should then be evaluated carefully to determine whether a new career as entrepreneur should be launched.

It may be of some help to go through a few of the activities for a specific type of business in order to get a better feel for the problems involved and the decisions that are needed. Let us assume we have decided to open a pet shop in our community. Where do we begin?

Determine, first, whether you are an expert on pet care. If not, it will be necessary to get some experience, as liking pets is not enough. A job in a pet shop or working in a kennel or with a veterinarian will provide experience. Also engage in extensive reading and study about pets while gaining practical experience. Bear in mind that there are many varieties of tropical fish, dogs, cats, birds, hamsters, and other creatures that customers will ask many technical questions about. Therefore, knowledge about all aspects of the business is essential.

Another way to get experience is to join forces with someone who has experience and who is willing to form a partnership. Unless you already know someone quite well who is interested, this might not work. A lawyer will be needed to aid in setting up the business whether it be a single proprietorship or a partnership. The possibility of opening a franchise operation, such as a Doctor Pet Center, should also be investigated.

With a decision to open our own pet shop, considerable thought must be given to where in the community we should locate. From research on pet owners, a middle-income community is considered best for pet retailing. After checking over our community, we find that much of it is middle income. Do we buy an existing pet shop in the community, if there is one, or do we start our own? Whatever we decide, location is most important. It will probably be best to locate in a business section. In any event, select a location that is convenient and that has parking but is far enough away from our nearest competitor. A checklist for rating store locations may be used; see Appendix C for a sample of such a checklist.

Assuming that we start our own business, rather than buy an existing one or consider a franchise arrangement, the building should be of adequate size and fit into the surrounding architectural styles. How big should the shop be? By starting small we will need a shop that is about 22 x 60 feet; a large one would require about 60 x 90 feet.

In starting our new business, decisions must be made about installing fixtures and equipment, planning the layout, and deciding what pets to buy for sale. Finding a good wholesaler is another problem area. Local zoning and health laws will have to be checked.

The potential owner must determine the expected cost of getting started. Enough money must be obtained to handle all startup costs (equipment, inventory, supplies) and working capital. Sufficient capital is needed to pay operating expenses plus a salary to ourselves until the business starts making a profit. For a small shop the total cost could be $20,000 or more.

Do we have that much money? Our savings only total $10,000 but several relatives are willing to loan us $5,000.

A bank may not be too willing to lend the remaining $5,000. Fortunately, we qualify for a loan of $5,000 from the Small Business Administration, an organization that provides loans for just such purposes.

For the first year of operation, the successful pet shop owner cannot expect to make much money. With each succeeding year, however, sales and profit should increase.

The weak pet shop can expect to lose money during the first year. From all sales made, the owner must subtract the cost of the pets sold plus all operating expenses such as rent, utilities, insurance, advertising, supplies, payroll, depreciation, and property taxes. These expenses may total more than sales.

Many decisions must be made once the business is under way. Areas in which decisions must be made include the following: buying, pricing, hiring sales personnel, and record keeping. It is necessary to let the public know about our new pet shop. Advertising and sales promotion activities are musts. Because there is not enough time to handle all matters on our own, one or more employees must be hired. Relatives or students may be willing to work during busy days such as Saturdays and evenings. No doubt some time will be spent training the new employees on how to feed, groom, and sell various pets.

Proper records will need to be kept even though an accountant will probably be hired to handle complicated problems such as preparing financial statements and filing tax returns. The accountant may also be able to offer advice on prices to set for our pets and pet supplies. We will need to understand and interpret the financial information in order to control business in an effective way and to set goals that can be reached.

These are only selective decisions and questions that arise in the starting of a business. A multitude of other questions and problems will arise. Getting sound advice and evaluating that advice carefully will go a long way in assuring one's success. One especially valuable source of help may be obtained from the Small Business Administration. This federal agency, with offices in various geographic sections of the country, can be extremely helpful in answering questions and in assisting small enterprises in getting loans. Published materials are available on how to organize and operate many types of businesses. The nearest offices of the SBA and selected materials are identified later.

SUGGESTED ACTIVITIES

There are many possibilities for working with this topic. Major learning activities are offered here that have been successful and that seem to stimulate young people. Other ideas suitable for class activities may come to mind after reviewing items listed here and in the bibliography.

PLAY A SIMULATION GAME

While no one game can be overwhelmingly voted best for achieving the instructional objective of teaching about careers in business ownership, several have potential value for students in grades 7-9. So that selected games can be reviewed quickly by users, the name, a brief description, and source of each is provided.

Title	Description	Source
*Dealers Choice	A card game dealing with blue-book values of buying and selling a car. Price negotiation helps build business concepts. Easy to use and enjoyable.	Parker Brothers, Inc. 190 Bridge Street Salem, MA 01970
*Monopoly	A popular family game dealing with buying and selling real estate. Can be used to teach numerous business concepts.	Same as above
Blue Wodget Company	A competitive game involving both individual and team play; calls for group decision making and bargaining in the manufacture of several products. Players represent stockholders, management, workers, and townspeople.	Jay Reese 3235 West 17th Ave. Eugene, OR 97402
Stock Market Game	Reveals how the stock market operates through buying and selling stock.	The Avalon Hill Co. 4517 Harford Road Baltimore, MD 21214
*Stocks and Bonds	A competitive game involving bargaining and decision making in buying and selling stock. Teaches principles of the stock market and reinforces math skills. Suitable for slow learners.	3M Company 3M Center St. Paul, MN 55101
*Acquire	Players make, build, and manipulate profitable hotel chains in search of investment gains.	Same as above
*Executive Decision	Players buy raw materials to manufacture goods at the lowest possible price and to sell finished goods at the highest possible price. Teaches basic business and economic concepts.	Same as above

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*Usually available locally through department stores or specialized shops dealing in books, toys, games, or gifts. Certain games, if available, may be borrowed from the New Jersey Occupational Resource Center, Building 871/RMC, Plainfield Ave., Edison, N.J. 08817

Most games serve a useful purpose. However, it is necessary for the instructor to direct the attention of students to basic underlying principles and concepts. Frequently the games can be easily modified to suit the needs of various audiences. Rules, for instance, may be simplified or complicated.

New games are constantly appearing on the scene. Planned for 1975, for example, is a career game designed specifically for grades 7-9 for entrepreneurship purposes. It will be distributed by the National Business Education Association (address appears elsewhere). For a complete listing of games with detailed specifications outlined, the Zuckerman and Horn guide listed in the attached bibliography will be of immense value.

SHOW A FILMSTRIP

An excellent set of four filmstrips, with accompanying cassette tapes, on business ownership as a career will be available in the spring of 1975 from the National Business Education Association. The set is designed for students in grades 7-9. The number, title, and description of each item in the series follows:

#1--The Business Owner. Introduces the student to the possibility of business ownership as a career and briefly touches on the various areas of responsibility involved and what they comprise.

#2--Marketing. Introduces the concept of marketing and touches upon methods of advertising and selling, the rationale behind market research, sales projections and forecasting, and the concepts and principles of regulating inventory. Also deals with determining a selling price, the effects of the market on price, and the concept of breakeven point.

#3--Personnel. Outlines the criteria for selecting a work force and assigning tasks and delegating responsibility. Also identifies the types of rewards sought by employees, major types of compensation, and the criteria for determining employee compensation. Reasons for rules and policies are also reviewed.

#4--Financial Management. Promotes the concept that every business problem is related to a financial problem. Defines assets and liabilities and how to discriminate between the two; identifies and explains the most important profit related ratios and characterizes fixed and variable costs. Discusses cost control, determining a monthly cash requirement, budgeting, and projections. Also identifies three money sources and describes how to read a simple balance sheet.

These filmstrips will be available at a nominal price.

Write the NBEA for ordering information:

National Business Education Association
Dulles International Airport
P.O. Box 17402
Washington, D.C. 20041

Other filmstrips dealing with specific aspects of business are available from various sources. Specific film catalogs should be examined.

SHOW A FILM

As with filmstrips, many films are available but few give a general overview of business ownership. Audio visual catalogs should be studied for various titles. Short films dealing with specific aspects of entrepreneurship have been produced for the Small Business Administration. These 16mm films are in color and run for about fifteen minutes. Here are a few samples from the series:

The Language of Business--a small businessman who is considering opening a second radio/TV retail shop learns through his accountant terms related to the financial aspects of his business.

The Calendar Game--deals with the need for advertising, budgeting, and planning in small retail and service businesses.

Anything is Possible...With Training--emphasizes the need for training employees in business success.

A Step in the Right Direction--deals with merchandise control in retail stores.

Write to the following address for complete information on the above films and for other films:

National Audio visual Center
National Archives Building
Washington, D.C. 20408

TAKE A FIELD TRIP

Many business people in the local community are willing to invite classes to their businesses. It may be possible to visit several types of businesses on one trip--retail trade, retail service, wholesale, or manufacturing. Business owners and/or managers of these firms usually show the physical aspects of their operations as well as to explain common operating problems. Contact your local Chamber of Commerce or approach business people directly to arrange field trips.

INVITE A SPEAKER

If visiting a business is difficult or inappropriate, invite business owners and managers to your classes. A panel of small business owners representing a single industry or several types of industries would be most revealing. Students can become actively involved in this activity--deciding on the type of business to be represented and the questions to ask, welcoming and introducing the speaker or speakers, and writing thank you letters.

Here are a few general sources for identifying speakers:

a. Local Chamber of Commerce or similar agency

b. Small Business Administration field offices:

Room 1636
970 Broad Street
Newark, N.J. 07102

1 Decker Square
Bala Cynwyd
Philadelphia, Pa. 19004

c. Young President's Organization
375 Park Avenue
New York, NY 10022

d. Sons of Bosses
53 East Main Street
Morrestown, NJ 08057

e. Junior Achievement
909 Third Avenue
New York, NY 10022

START A BUSINESS

An activity for an entire class, or for small groups with similar interests, would be to simulate the starting of a specific business. The class, or group, could gather information from all possible sources, including the library, interviewing business owners, contacting the Small Business Administration, and talking with lawyers and accountants. Reports could be given in class and discussions generated.

For those students--or classes--with a keen interest in forming an actual business, the only limit is imagination.

Students may, for example, wish to form a partnership to run a concession stand at a school function. Or, a larger business on a miniature scale can be formed in the local community. Junior Achievement enterprises are formed every fall in hundreds of schools with help from local businessmen as advisers. Each Junior Achievement firm is formed as a corporation, stock is sold to students and parents, a product or service is sold, dividends are paid to stockholders if there is a profit, and the company is liquidated at the end of the school year. All business activities are handled by the students.

Information on starting a Junior Achievement company or on holding a JA sponsored Career Seminar may be obtained from:

Junior Achievement, Inc.
909 Third Avenue
New York, NY 10022

BIBLIOGRAPHY

BOOKS

Allen, Louis L. Starting and Succeeding in Your Own Small Business. New York: Grosset & Dunlap, Inc., 1968.

A handbook for the person who wants to start his own business. Chapters cover: how to raise money, how to get customers, how to select products, how to manage, and the philosophy of a venture capitalist.

Baumback, Clifford M., Lawyer, Kenneth, and Kelley, Pearce C. How to Organize & Operate a Small Business. 5th ed. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1973.

Emphasizes the importance of small business, its status, problems, and requirements. Points out the risks and high chance of failure if management is weak or poorly planned. Describes how a person can succeed as an independent entrepreneur.

Dible, Donald M. Up Your Own Organization. Santa Clara, California: Entrepreneur Press, 1971.

A handbook for the employed, the unemployed and the self-employed on how to start and finance a new business. Includes an extensive bibliography and sources of additional information.

Hailes, William D., Jr., and Hubbard, Raymond T. Small Business Management. Albany, New York: Delmar Publishers, 1965.

This text-workbook in two volumes introduces you to major problems to be met in starting your own business. Aimed at high school students; offers helpful teaching ideas.

Jessup, Claudia, and Chipps, Genie. Supergirls. New York: Harper and Row, Inc., 1972.

A lighthearted narrative of the trial and error of two young women as they started and operated their own businesses in New York City. Covers four years of their experiences. Some good checklists are incorporated in the text.

Metz, Robert. Franchising: How to Select a Business of Your Own. New York: Hawthorn Books, Inc., 1969.

In addition to discussing various aspects of franchising, the author provides information on how 25 popular franchises operate.

Putt, William, (ed.) *Starting a New Business--A Do-It-Yourself Guide*. Cambridge, Massachusetts: MIT Press. Expected, 1974.

Schreier, James W., and Komives, John L. *The Entrepreneur and New Enterprise Formation*: A Resource Guide. Milwaukee: Center for Venture Management, 1973.

Provides a list of printed materials, taped programs, schools, and continuing sources of information published since 1960.

Shilt, Bernard A., Everard, Kenneth E., and Johns, John M. *Business Principles and Management*. 6th ed. Cincinnati: South-Western Publishing Co., 1973.

Involves the student with the dynamic nature of American business, its philosophy, its fundamental concepts and principles.

Zuckerman, David W., and Horn, Robert E. *The Guide to Simulations/Games for Education and Training*. Lexington, Massachusetts: Information Resources, Inc., 1973.

Contains complete information on 613 educational games. Also includes a supplementary list of 473 items which are discontinued, in development, or about which more information is needed.

FREE SBA PUBLICATIONS

SBA-115A, "Free Management Assistance Publications," available from any SBA office, lists free publications which may be obtained from any SBA field office of the Small Business Administration, Washington, D.C. 20416. Over 200 free pamphlets are available under four sub-categories: management aids, technical aids, small marketers aids, and small business bibliographies.

Some leaflets of special interest are:

"Is Your Cash Supply Adequate?" Management Aids No. 174.

"Checklist for Going Into Business." Small Marketers Aids No. 71.

"Six Methods for Success in a Small Store." Small Marketers Aids No. 127.

"Personal Qualities Needed to Manage a Store." Small Marketers Aids No. 145.

"Business Plan for Retailers." Small Marketers Aids No. 150.

SBA PUBLICATIONS FOR SALE

In addition to free publications, SBA publishes numerous inexpensive booklets which are sold by the Superintendent of Documents, Washington, D.C. 20402. SBA Form 115-B, "For-Sale Booklets," lists the publications which may be obtained from any SBA Washington or field office. About 50 publications are available under four sub-categories: small business management series, small business research series, non-series publications, and starting and managing series.

Some publications of special interest are:

"Starting and Managing a Small Business of Your Own." Starting and Managing Series SBA 1.15:1. (An excellent document)

"Starting and Managing a Pet Shop." Starting and Managing Series SBA 1.15:19.

"The First Two Years: Problems of Small Firm Growth and Survival." Small Business Research Series SBA 1.20:2.

"Personality and Success: An Evaluation of Personal Characteristics of Successful Small Business Managers." Small Business Research Series SBA 1.20:4.

"Buying and Selling a Small Business." Non-series Publications SBA 1.2:B98.

SMALL BUSINESS REPORTER PUBLICATIONS

Spring 1974, "Publication Index." Lists publications which may be purchased from the Bank of America, Marketing Publications, San Francisco, CA 94137. Forty-eight publications are available under the following sub-categories: business profiles, business operations, professional management, and community issues and action.

Some publications of special interest are:

"Gift Stores." Business Profiles Vol. 9, No. 4.

"Independent Sporting Goods Stores." Business Profiles Vo. 10, No. 11.

"Opening Your Own Business: A Personal Appraisal." Business Operations Vol. 7, No. 7.

"How to Buy or Sell a Business." Business Operations Vol. 8, No. 11.

"Steps to Starting a Business." Business Operations Vol. 10, No. 10.

NBEA TEACHING MATERIALS

The following materials from a "Business Ownership and Management" series will be available in 1975 through the National Business Education Association, Dulles International Airport, P.O. Box 17402, Washington, DC 20041. These materials were prepared for career education teachers by the NBEA for the Bureau of Occupational and Adult Education, Curriculum Center, Office of Education, Washington, D.C.

Filmstrip Series--detailed information provided elsewhere

Business Simulation Game--explained elsewhere

Core Curriculum--detailed lesson plans for 11 class sessions; above materials are incorporated into lessons.

Ancillary Material: Mathematics--includes ten specific lessons on mathematics related to business ownership and management topics. Problems and worksheets are provided.

Ancillary Material: Language Arts or Reading--Ten lesson plans dealing with business ownership and management topics. Excellent case studies and activities are included.

INTRODUCTION TO VOCATIONS

BUSINESS EDUCATION AND OFFICE OCCUPATIONS CLUSTER

CLERICAL OCCUPATIONS CYCLE

by

Rodney Jurist
Rider College

OBJECTIVES

Upon completion of this mini-cycle, the student will complete simulated and real experiences dealing with the Clerical Occupations. Selected clerical jobs which can lead to career opportunities within the clerical family of occupations will be explored.

Since the nature of this mini-cycle is acquaintanceship, the bulk of instruction will involve activity whereby the student has opportunities to learn as much as possible about the clerical field. Such activities should include:

a. Field trips
b. Guest speakers
c. Films and filmstrips
d. Individual projects

CONTENT

The Clercial Occupations will include numerous and varied job titles. In order to provide some perimeter within which to learn, the following occupations will be considered as comprising the clerical field:

a. Clerk-typists
b. Receptionists
c. General office clerks
d. File clerks
e. Business machine operators

SIGHTS AND SOUNDS*

The rhythmic clicking of typewriters, the ringing of telephones, the whirring sounds of business machines, the bleeping of computers and the merging of people's voices are only a few of the sounds of today's modern business offices. These sounds bring with them the sights of people performing clerical jobs and include: the _typist_, getting a special order form typed for mailing; the _receptionist_, greeting visitors and answering the phone; the _general office clerk_, thumbing through important papers and delivering them to the right people; the _file clerks_, busily logging in correspondence and systematically placing each item where it can be found for future reference; and the _business machine operators_, computing invoices, transcribing taped dictation, or operating a piece of data processing equipment.

The clerical occupations represent one of the largest occupational groups in the U.S. More than fourteen million people are actively employed to handle various clerical activities. Clerical workers, for the most part, perform one or possibly several of the following tasks:

1. Answering correspondence
2. Record-keeping
3. Handling mail
4. Answering the telephone
5. Greeting callers
6. Duplicating
7. Billing
8. Operating business machines such as:

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*NOTE TO THE TEACHER -- For teaching suggestions, refer to Appendix.

a. typewriter
b. transcribing machine
c. adding machine
d. electronic calculator
e. photo copy
f. key punch
g. posting
h. duplicator

Clerical workers (clerks) are found in all kinds of businesses, large and small, dealing with goods and services. In order to become acquainted with some of the many clerical positions, it might be of value to take a mock tour of a typical company that relies upon clerical workers. Since various forms of insurance are a part of all of our lives, an appropriate business to visit would be an insurance company. The insurance business employs just about every kind of clerical worker.

Upon entering the business, the first person likely to be met is the receptionist. The receptionist greets callers and directs them to the right department within the business. A receptionist must present a neat appearance, speak correctly, and be well acquainted with the entire company. The receptionist is the first impression one gets of the firm, and first impressions do county a great deal in today's business world.

Most of the business of this insurance company is handled by mail. Therefore, the next stop will be the Mail Room. Employees who work in the Mail Room are called mail clerks. Mail clerks sort the incoming mail to be delivered to each department as well as prepare the outgoing mail for delivery by the post office. The mail clerk must be knowledgeable as to who works in each department, the kinds of correspondence handled by the company, and postal rates. Some mail clerks must know how to type, work a simple calculating machine, and run errands. All mail clerks should know how to organize work and communicate with others.

Next to the Mail Room is the Duplicating Department. Most employees in the Duplicating Department are called duplicating machine operators. Duplicating machine operators work with such copying machines as the photocopier, mimeograph, and offset duplicator. Other equipment might include the collator, paper cutter, or stapling machine.

The major activity of an insurance company is to serve its customers. Consequently, the next stop on the tour will be the Policy Service Department. Practically all large businesses have a Customer Service Department. Clerk-typists, statistical clerks, and general clerks work in the Policy Service Department. Typewriters, calculators, telephones, and filing cabinets are commonplace. The clerk-typist types correspondence, forms, and policies and bills pertaining to the firm. The statistical clerk computes policy payments and various policy benefits. The general clerks answer the telephones, file papers and run the messenger service. Some of the clerk-typists type information contained on recording machines. All of these clerks must be able to organize their work properly and get along with other people.

No insurance company would be complete without a Claims Department. The Claims Department is responsible for investigating and approving payment claims made on insurance policies by customers. The Claims Department is similar to the Policy Service Department as far as clerical positions are concerned. The major difference is that the activity of the Claims Department centers solely upon correspondence dealing with claims investigation reports, claim computation, and approval of an insurance claim for payment.

Virtually everything that takes place in businesses today must be kept for future reference; and the responsibility for most of this safekeeping is assigned to the Filing Department. The file clerk has a very important job in that this person must be able to systematically file and find information. Some file clerks must know how to type while all file clerks need some common-sense knowledge of basic filing procedures.

The next department to be visited is the Accounting Department. Although most of the workers in the Accounting Department are part of the Accounting family of occupations, there are clerk-typists, business machines operators, and general clerks in this department. The clerk-typists in the Accounting Department type financial forms and records.

The business machines operator uses a modern posting machine, check printer, calculator, or other machine to handle various accounting tasks. The general clerk is busy verifying amounts, checking records and filing papers. Very often, clerical workers in the Accounting Department move into the Accounting family of occupations.

All businesses deal with money. An insurance company deals with so much money that there is a department separate from the Accounting Department, called Cashier Department. All money that is received or paid out must be handled through the Cashier Department. General clerks and clerk typists in this department check figures, fill out forms, file information, record payments, and coordinate activities with the Accounting Department. The skills required for the Cashier Department are good handwriting, accuracy in computation, and the ability to always do neat work.

There is not much time to visit all the departments in this tour, but departments such as the Personnel Department and the Sales Department employ clerical workers, too. The tasks they perform are similar to the tasks of the clerks visited on the tour.

REFLECTIONS -- See Appendix, Reflections 1(a), 1(b), and 1(c).

PERSONAL QUALIFICATIONS

Generally, workers need high school diplomas for all but the most routine jobs. Many employers prefer applicants who have had business courses such as typing, business mathematics, recordkeeping, bookkeeping, office practice, and/or business machines. The precise skill needed for the clerical worker depends highly upon the job desired.

For example, a clerk-typist needs to be able to type rapidly and accurately, whereas the file clerk might not need to use a typewriter at all. On the other hand, the clerk-typist and the file clerk might have to possess a similar knowledge of filing procedures.

It can be safe to say that, due to the wide variety of clerical positions, some positions require little or no special skills, while other positions require highly developed business skills. The general rule is that an applicant with a wide variety of clerical training is preferred to the applicant who has had little or no clerical training.

Virtually all clerical positions require that the applicant be able to:

a. Communicate effectively and diplomatically with co-workers and customers.

b. Present a neat appearance in dress.

c. Possess mannerisms that will aid in developing good customer relations.

d. Think and act favorably toward the company.

e. Follow directions.

f. Respect authority.

g. Work well with others.

h. Perform all work neatly and accurately in a minimum amount of time.

REFLECTIONS -- See Appendix, Reflections 2(a) and 2(b).

LIFE STYLE

Clerical workers, for the most part, work indoors where the atmosphere is relatively clean and free of the exterior elements such as rain or snow. Usually clerical workers are in offices away from the hazards of the production area of a firm, and enjoy relatively safe working conditions.

Generally, clerical workers are paid a salary rather than an hourly rate. The amount of salary varies, depending upon the kinds of skills and experiences needed. For example, a clerk in a beginning routine job might earn $80 per week, whereas a highly skilled clerk might earn twice that amount. A thirty-five to forty hour Monday through Friday work week is very common for clerical workers. Many work schedules include paid holidays and vacations. Group life and health insurance plans, sick leave benefits, and retirement plans are readily available to clerical workers.

Clerical positions are available virtually everywhere. The clerical skills learned in one part of the country are generally the same in another part of the country. In addition, the demand for clerical workers has been constant, with numerous positions to be filled. The demand appears to be unending.

In addition to the above, the clerical worker might anticipate some or all of the following advantages:

a. Rapid advancement
b. Pleasant co-workers
c. On-the-job instruction

d. Employer education programs
e. Company social club
f. Free weekends
g. Free evenings
h. Travel opportunities
i. Union affiliation

REFLECTIONS -- See Appendix, Reflections 3(a) and 3(b)

CO-WORKERS AND CONTACTS

Working with others brings with it the sharing of personal and work experiences. In many instances, the clerical worker must be a good listener and be willing to accept people as they are rather than what one thinks they should be.

Clerical workers constantly work with and depend upon other people. These people include co-workers in other departments and in the same department, customers, clients, and representatives from other businesses. The ability to get along with others cannot be over-emphasized as a major trait of the clerical employee.

Working in offices enables the clerical worker to meet people from all walks of life within the company as well as from outside the company. These contacts can provide the clerical worker with numerous interesting experiences, such as:

a. New friends
b. Wider job opportunities
c. Cultural enrichment
d. Community awareness
e. Economic understanding

Most offices have a friendly atmosphere and the majority of the workers appear to be happy with their work.

REFLECTIONS -- See Appendix, Reflections 4(a), 4(b), and 4(c).

LOCATION OF WORK

Throughout the historical development of the world, various periods of time have been identified, such as: the "Ice Age," the "Stone Age," the "Industrial Age," the "Atomic Age," et cetera. The development of modern business has led to the present period of time which might be labeled the "Clerical Age."

Virtually every business (large and small, service or product) must perform clerical tasks. Just to mention a few: customers must be served, records must be kept, correspondence must be written, workers must be paid, telephones must be answered, and mail must be delivered.

No other occupational family has as many job categories and opportunities for employment as do the clerical occupations. Perhaps the best way to obtain an idea of the vastness of clerical positions is to look through the help wanted sections of the daily newspaper.

Typical ads for clerical workers are as follows:

CLERK - Computing and handling insurance claims. $110 week and no experience necessary. Typing skills a must. Pleasant working conditions. Phone 000-0315.

GENERAL OFFICE WORKER - For small manufacturing business. Bookkeeping and typing skills necessary. Many company benefits. Apply in person XYZ Welding Supply, 182 Renn Avenue, 9 am - 3 pm Monday through Friday.

CLERK-TYPIST - For hospital admissions. Accurate typing a must. Varied office tasks including handling telephone inquiries. $115 week. Phone 000-8125.

CLERICAL WORK - in your own home. You plan your schedule and we will assign work accordingly. Must have neat handwriting and good with figures. Pay is based on how much work you do each week. Write for particulars to:
ZMJ Advertising, 221 West State,
Natico, XX

MESSENGER - Part time 10 am to 2 pm, Monday, Wednesday, and Friday. For blue print delivery service must have driver's license. $3.25 per hour. Phone BMD Delivery Service 000-8312.

The above illustrations of newspaper advertisements represent only samples of where clerical opportunities may be located, salaries, and the kinds of skills necessary for employment. Checking with the vocational guidance counselor, business teacher, or cooperative work experience coordinator will reveal many additional opportunities. Reading civil service announcements on post office bulletin boards, investigating opportunities through the state employment service, and talking with friends and relatives can provide you with much insight about the clerical occupations.

Clerical occupations are wherever business is and the chances are that there is a clerical position that can interest you.

REFLECTIONS -- See appendix, Reflections 5(a) and 5(b).

EDUCATIONAL EXPERIENCES

The following specific suggestions are intended to strengthen a person's preparation for success in clerical work.

a. Complete high school -- this is basic for practically all clerical work.

b. Learn to type -- typing is required for most of the better-paying clerical positions.

c. Learn to operate as many types of business machines as possible -- most high schools offer some form of business machines instruction.

d. Participate actively in business clubs -- a potential employer will look favorably upon this. Most schools have chapters of nationally affiliated organizations such as the Future Business Leaders of America or the Office Education Association.

e. Involve yourself in clerical work for school functions such as:

    (1) ticket selling
    (2) filing library cards
    (3) duplicating notices
    (4) running errands
    (5) filling in forms

f. Engage in part-time or summer employment to gain experience, observe working conditions, and learn how to work with others.

g. Talk with friends, relatives, parents, teachers, and guidance personnel about the clerical occupations.

h. Practice neatness and accuracy in all that you do.

i. Visit offices near your home or school. Arrangements can be made through your teacher.

j. If your school has a cooperative work experience program, participate in it.

k. Try to be pleasant and courteous to all people that you meet.

REFLECTIONS -- See Appendix, Reflections 6(a) and 6(b).

OBTAINING EMPLOYMENT

Perhaps the most logical procedure for obtaining employment in a clerical career would be to:

a. Learn all you can about a career in the clerical occupations through the following resources:

   (1) Family and friends
   (2) Teachers and counselors
   (3) Want ads in newspapers and magazines
   (4) Classified telephone directories
   (5) Post office and community bulletin boards
   (6) State and private employment services
   (7) Various business clubs and community organizations

b. Choose a position that can lead to a career rather than a position that might soon become obsolete.

c. Enroll in the appropriate school program to learn the required skills and help meet the educational requirements.

d. Learn about the kind of business for which you would like to work. In most cases, arrangements can be made by your teacher for you to visit the actual business before you apply for a position.

e. Seek help in applying for the job by a person who knows how to fill in an application and write a personal data sheet (resumé).

In most cases, a business education teacher or vocational counselor can be of assistance.

REFLECTIONS -- See Appendix, Reflections 7(a) and 7(b).

EMPLOYMENT OUTLOOK

According to the U.S. Department of Labor, employment of clerical workers is expected to increase rapidly through the mid-1980's. In addition to jobs created by business growth and expansion, thousands of other openings will occur as employees change jobs within the clerical field or leave the clerical field entirely for positions in other fields such as production or sales.

Employment opportunities are best for those applicants who possess skills that include typing and business machines operation.

The demand for clerical workers will be particularly strong in banks, insurance companies, manufacturing firms, government offices, and professional service organizations.

As more firms use computers and business machines, the opportunities for payroll, stock and file clerks may be reduced. However, each time a machine takes over a human function, another job is usually created. The clerical jobs that deal directly with the public, such as the receptionist and customer service representative, will not be affected by automation.

REFLECTIONS -- See Appendix, Reflections 8(a) and 8(b).

CLERICAL JOB TITLES*

actuarial clerk
adding machine operator
addressing machine operator
adjustment clerk
audit clerk
automobile contract clerk
budget clerk
calculating-machine operator
cancellation clerk
chart clerk
checker
chief clerk
claim adjuster
claims clerk
claims payment clerk
claims processing clerk
classification clerk
clerk-typist
coding clerk
collator operator
complaint clerk
correspondence clerk
counter clerk
customer assistance clerk
delivery clerk
directory compiler
distribution clerk
duplicating-machine operator
employment clerk
file clerk
file elimination clerk
folding-machine clerk
freight-rate clerk
freight-receiving clerk
general clerk
general office clerk
grading clerk
inspection clerk
insurance clerk
interviewer
inventory clerk
invoice-control clerk
library clerk
license clerk
machine operator
mail clerk
manufacturing-order clerk
media clerk
medical-voucher clerk
messenger
mimeograph operator
offset-duplicating-machine operator
order clerk
packing clerk
parcel-post clerk
personnel clerk
photographic-machine operator
policyholders'-information clerk
price clerk
production clerk
proofreader
real-estate clerk
receipt clerk
receiving clerk
receptionist
record clerk
records control technician
reference clerk
reinsurance clerk
remittance clerk
reservations clerk
returned-goods checker
reviewer
route clerk
runner
sales-correspondence clerk
sales order clerk
screening clerk
service-desk clerk
services clerk
shipping clerk
shipping and receiving clerk
sorter
sorting clerk
statistical clerk
stencil-cutter operator
stock-record clerk
supplies clerk
tape librarian
tax clerk
technical production clerk
telephone operator
teletypewriter operator
ticket-machine operator
timekeeper
tool clerk
traffic clerk
travel clerk
typist
work-order clerk

*This list includes job titles commonly found in the clerical family. A more complete listing can be found in the Dictionary of Occupational Titles.

APPENDIX

CLERICAL OCCUPATIONS CYCLE

There are numerous teaching procedures that can be employed in teaching students about occupations. This particular mini-cycle, which deals with the clerical occupations, is very general. Therefore, it is recommended that the students see firsthand what clerks do. Field trips are probably the best way to accomplish such a task.

Rather than testing a student's knowledge of the clerical occupations, a number of reflections have been built into this mini-cycle whereby the student may express individual thoughts relative to perceiving oneself as a worker in the clerical field. The teacher is encouraged to discuss the student's reflections freely on both individual and group basis.

The following reflections are offered for each segment of instruction:

SIGHTS AND SOUNDS
(REFLECTION #1)

(a) Please write a brief statement of what a clerical worker does.

(b) Explain why you would or would not like to be a clerical worker.

(c) Of all the various kinds of clerks, indicate which clerk you think has the most important job.

PERSONAL QUALIFICATIONS
(REFLECTION #2)

(a) List the personal qualifications you would like to possess that could lead to a successful job.

(b) Name the characteristics you like in the most successful worker you know.

LIFE STYLE
(REFLECTION #3)

(a) List the items that are important to you as far as your future as a worker is concerned.

(b) List the advantages of being a clerical worker.

CO-WORKERS & CONTACTS
(REFLECTION #4)

(a) Make a drawing of yourself that explains how you get along with other people.

(b) Describe a situation in which you feel most at ease with other people.

(c) Describe a situation in which you feel least at ease with other people.

LOCATION OF WORK
(REFLECTION #5)

(a) Describe why clerical occupations are available all over the country.

(b) Name at least four places where information can be found regarding clerical positions.

EDUCATIONAL EXPERIENCES
(REFLECTION #6)

(a) Explain why a high school diploma is necessary for most clerical positions.

(b) Describe some experiences you can engage in that might help you in obtaining a clerical job.

OBTAINING EMPLOYMENT
(REFLECTION #7)

(a) Explain what is meant by a "clerical career" rather than a "clerical job."

(b) Name the people who can help you in learning more about clerical careers.

EMPLOYMENT OUTLOCK
(REFLECTION #8)

(a) Describe the advantages (and disadvantages) of a clerical career.

(b) Name some of the clerical occupations that tend to be rather secure in the future.

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INTRODUCTION TO VOCATIONS
BUSINESS EDUCATION AND OFFICE OCCUPATIONS CLUSTER
RECORDS SYSTEM AND CONTROL CYCLE

by

Edward Brower
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RECORDS SYSTEM AND CONTROL

AN OVERVIEW

Each day American businesses engage in literally millions of business transactions. Examples include, sales and purchases for both credit and cash; payment for employees; purchases and discards of equipment; and, payments received from customers and made to creditors. Each transaction must be "accounted for;" that is, each transaction becomes part of a businesses' records system.

The value of a records system is in the adequacy of financial information generated by the system. Adequate financial information is, in turn, directly proportionate to two factors: speed and accuracy. Financial information that is generated quickly enables management to base future projects on past performance; financial information generated inefficiently has only historical value. Financial information that is accurate creates good customer relations and provides management with a sound basis for business decisions. Inaccurate information provides none of these benefits.

Each records system is designed so that financial information is recorded, sorted, summarized, and eventually interpreted. That is, all records systems are designed to "process data." The methods used for processing data can be grouped into four general classes.

Each of the four is described below:

manual data processing--financial information is processed by hand;

mechanical data processing--financial information is processed by using mechanical equipment such as cash registers and adding machines;

punched card data processing--financial information is processed by using automatic equipment that reads holes punched in cards; and

electronic data processing--financial information is processed by using a computer.

Operating within the records system are numerous employees with job titles like accounting clerk, accountant, junior accountant, controller, financial analyst, auditor, computer programmer, and computer operator. How important are these employees to the successful operation of a records system and to American business? Tremendously important! To emphasize this point, the processing of one credit sale is illustrated on page RC-3. The description of one business transaction, multiplied by millions of similar sales, purchases, payments, and the like, should assist the IV student to gain some insight concerning the need for competent employees, and thereby, career opportunities within the Records System and Control Cycle.

OBJECTIVES

Introduction of the Records System and Control Cycle in career oriented instruction will enable students to describe data processing systems, describe career opportunities in accounting occupations, and describe career opportunities in computer-related occupations.

PROCESSING A CREDIT SALE[1]

1. The customer places an order.
2. The Sales Department receives the order and prepares a shipping order.
3. The Credit Department receives the order and approves credit.
4. An acknowledgement is sent to the customer.
5. The Stockroom
   a. receives order,
   b. packs goods,
   c. sends goods to the customer, and
   d. updates the inventory cards.
6. The customer receives goods.
7. The Sales Department
   a. is notified by the Stockroom that goods have been shipped, and
   b. computes extensions and totals the order.
8. The Accounting Department
   a. receives copy of shipping order from Sales Department,
   b. verifies extensions and totals on shipping order,
   c. prepares and mails sales invoice to customer, and
   d. journalizes sales transaction in the customer's ledger and general ledger accounts.
9. An accountant compares the inventory records with goods on hand.

CAREER OPPORTUNITIES IN ACCOUNTING OCCUPATIONS

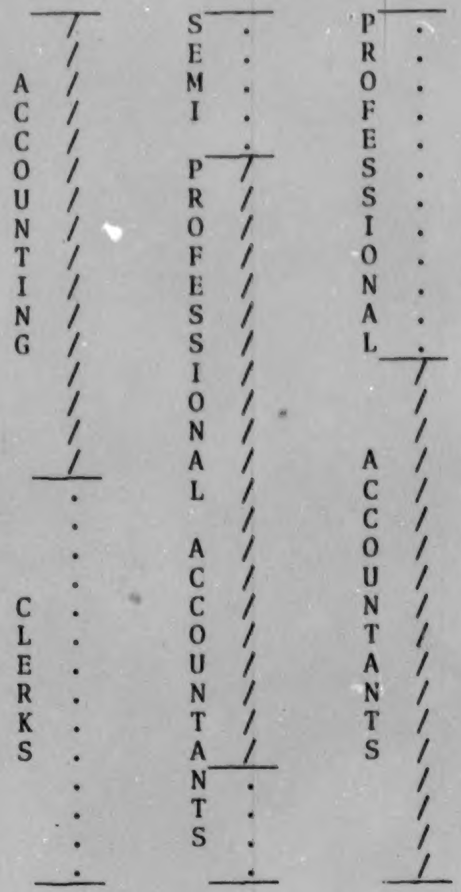
The job title "accountant" is often assigned to people engaged in widely different activities. Thus, it is extremely difficult to state that, "An accountant is..." Our approach will be to first describe that which takes place in a records (accounting) system and then describe three levels of career opportunities.

Records systems are designed so that financial information is "recorded, sorted, summarized, and eventually interpreted." The Records System and Control Cycle, plus related information, is illustrated on page 5.

The illustration, RELATION OF ACCOUNTING ACTIVITIES TO CAREER OPPORTUNITIES IN A RECORDS SYSTEM, includes three kinds of information: the "routineness" of activities in a records system; activities performed in a records system; and, three levels of accounting positions. The arrow beneath Routineness of Activities, indicates that recording activities are generally routine, while interpreting activities are non-routine.. The information beneath Activities in a Records System, describes typically performed accounting activities. The information beneath Activities Performed by, provides a general indication of the kinds of work completed by three levels of accountants: accounting clerks, semi-professional accountants, and professional accountants. Thus, career opportunities for accounting clerks are primarily in the recording and sorting phases of a records system, and the

RELATION OF ACCOUNTING ACTIVITIES TO CAREER OPPORTUNITIES IN A RECORDS SYSTEM

Routineness of Activities	Activities in a Records System	Activities Performed by
Activities are routine	1. Recording financial information, including the origination of sales, purchases, receipts, payments, and similar records using pen, pencil, punched holes, or magnetic impressions.	
	2. Sorting financial information, including the categorizing of sales, purchases, receipts, payments, and similarly sorted information.	
	3. Summarizing financial information, including the reporting of total sales, purchases, receipts, payments, and similarly sorted information.	
	4. Interpreting financial information that has been recorded, sorted and summarized. Interpretation takes the form of evaluating past performance and making business decisions that affect future operations.	
Activities are non-routine		



////////////////////////// Indicates a frequently performed activity.

.... Indicates an infrequently performed activity.

professional accountant spends his/her time interpreting the efforts of both accounting clerks and semi-professional accountants.

You should view the duties of accounting clerks, semi-professional accountants, and professional accountants as being different for each business. In small businesses, the accounting clerk may complete all summarizing work. Similarly, the semi-professional accountant frequently performs both recording duties and interpreting tasks. If the levels of accounting positions are viewed as relative, you begin to get the sense of a hierarchy of career opportunities and that is the important point.

To assist you in providing particular career information the descriptive phase of Career Opportunities in Accounting Occupations described below is addressed to accounting clerks, semi-professional accountants and professional accountants.

SIGHTS AND SOUNDS

Accounting clerks. Accounting clerks create financial information. That is, they record, sort, and summarize accounting activities. Generally, accounting clerks perform their activities as an accounts receivable, accounts payable, invoice, stock control, or payroll clerk. A brief description of various accounting clerk career opportunities follows:

Accounts Receivable Clerk. Keeps records on customers and the amount of any purchases and payments they make. Sends out a statement to each customer every month to tell how much is owed.

Accounts Payable Clerk. Keeps records on what the company buys from other businesses. Also keeps track of the payments made to these businesses. Can tell the company how much it owes these businesses at any time. Makes sure the company pays its bills on time.

Stock Control Clerk. Keeps records on the goods and supplies that come into and go out of the company's warehouse or stockroom. Asks for additional goods and supplies when quantities get low.

Payroll Clerk. Works with confidential salary information, time cards, and tax tables to figure out how much money each employee has earned and how much he will actually receive. Must keep all payroll information confidential.[2]

In addition to the kinds of career opportunities described above, accounting clerks may also complete various banking activities such as check writing, bank reconciliation, and the like; or, function as a full-charge bookkeeper.

As a part of their employment, accounting clerks are frequently required to use adding-listing machines, and spend much time operating one of the commonly used accounting machines. Also, the very nature of work performed by accounting clerks brings them into contact with various publics: customers, creditors, and fellow employees. These various contacts require an even temper under stress situations, and the ability to keep information (i.e., payroll) confidential.

The salaries earned by accounting clerks vary depending upon experience, length of employment, type of business and the like. In a recently completed survey,[3] it was determined that beginning salaries for accounting clerks were approximately $103 per week. After one year, the typical salary was $112 per week; and, after three years, $129 per week. The previous data was collected in 1972 and should be adjusted for the current year.

Information compiled by the United States Department of Labor[4] indicates that the average salary for Accounting Clerks, Class A, was $144 per week, and for Accounting Clerks, Class B, $122 per week.

Additional job-related characteristics would include a work week of 37.5 - 39.0 hours; 10 paid holidays; one week paid vacation after one year of employment; two weeks vacation after three years employment; and, various hospitalization, surgical, medical and major medical plans. Relatively large companies also provide retirement programs.

Semi-professional accountants. To characterize job-related career opportunities for semi-professional accountants necessitates making judgments for incomplete data. Let me explain. Generally, when you think of accounting careers the focus is on accounting clerks and professional accountants. However, two-year colleges have recently developed some rather extensive and sophisticated career-oriented accounting programs. Quite frankly, many people completing two-year accounting programs have completed 18-24 semester hours in accounting, plus related business subjects. Prepared with the education just described, many two-year college graduates are seeking and obtaining the kinds of private and government staff accounting positions formerly held by four-year college graduates.

How extensive is that described above? The answers are just now being made available as Chairmen of two-year business programs begin to gather valid and reliable descriptive data on their graduates. As this data is collected and analyzed, the findings should allow for definitive statements concerning the activities of semi-professional accountants.

Currently available information suggests that semi-professional accountants begin their careers at upper level accounting clerk positions, as accounting trainees, cost clerks, or in full-charge positions where employers are seeking the minimum of experience. Perhaps the major difference between the initial career opportunities for semi-professional accountants and accounting clerks is in the rate of advancement.

Professional accountants. The professional accountant interprets financial information as an aid to making business decisions; designs and evaluates the efficiency of accounting systems; prepares budgets, cost analyses, and income tax reports; audits the work of other accounting employees; and the like.

Generally, the professional accountant finds his/her career opportunities in public accounting, industrial accounting, or governmental accounting. Numerous professional accountants also choose accounting instruction as a career. A brief description of the career opportunities for professional accountants follows.

1. Public accounting. An individual interested in a public accounting career will generally work for a firm that sells accounting services to individuals and/or businesses. Public accounting firms engage in bookkeeping, accounting, auditing, tax planning and preparation, and management services. The percentage of time spent in these various services varies depending on the size of the public accounting firm. Thus, a small public accounting firm may have 25 percent of staff time devoted to performing bookkeeping services (recording, sorting, and summarizing), while a large firm may devote only 2 percent of staff time to this repetitive function. Similarly, large firms devote approximately 65 percent of staff time in auditing functions, while small firms may devote only 5 percent to auditing.

The duties of public accountants also vary depending on the size of the employing firm. Our emphasis will be focused on auditing, tax work, and management services.

Auditors employed by public accounting firms are charged with the responsibility for conducting careful reviews of a client's accounting system and the results of business operations. Based upon their review, public accountants are then in the position to render a written, professional opinion concerning the fairness and reliability of the client's financial statements. The public accounting firm and its employees function in an independent capacity. Thus, great reliance is placed on the independent opinion by interested third parties.

The tax consequences of many business decisions are often important to business executives. Consequently, these executives often seek the advice and consultation of public accountants on tax matters. To render advice on tax matters requires the public accountant to understand not only accounting theory, but also tax statutes, regulations, and previous court decisions.

Perhaps the most rapidly growing area of service for public accountants is the area of management services. In recent years, large public accounting firms have developed sophisticated management consulting departments that have expertise clients do not normally possess. Examples of management services would include market research, systems design, recruitment of accounting personnel, merger advice, and engineering consultation.

2. Industrial accounting. Individuals that work for private businesses are commonly referred to as industrial accountants.

Industrial accountants have various responsibilities, including the design of accounting systems, cost accounting, budgeting, tax accounting, and internal auditing. Industrial accountants who design accounting systems provide management with financial information that is used to prepare government reports, provide owners with the results of business operations, and provide prospective creditors with information useful when considering loan requests. Industrial accountants must thoroughly understand accounting theory and be able to adapt their knowledge to a particular business. Closely allied to the design of accounting systems is the work of internal auditing. Internal auditors have the responsibility to determine the efficiency of accounting systems, determine if procedural steps are being followed by people working within the system, and to determine the accuracy of financial information.

Industrial accountants engaged in cost accounting collect data to determine the cost of manufacturing a product, or the cost of a manufacturing process. Budgeting is financial planning. Thus, industrial accountants engaged in budgeting are utilizing current information to predict future business performance.

Industrial accountants engaged in tax accounting prepare local, state, and federal tax reports. Also, tax accountants spend much of their time involved in tax avoidance; that is, in determining how the tax implications of a particular business decision might be legally minimized.

3. Governmental accounting. Accountants are employed by the government to prepare budgets, conduct audits of various governmental agencies, conduct audits of agencies doing business with the government, and verify the accuracy of personal and business income tax reports. In addition, government accountants conduct reviews of financial statements of corporations which offer securities to the public, and in many additional capacities. Individuals interested in accounting careers may work in the Internal Revenue Service (IRS), Securities and Exchange Commission (SEC), General Accounting Office (GAO), Defense Contract Audit Agency (DCAA), and the Federal Bureau of Investigation (FBI).

The salaries earned by professional accountants vary depending upon experience, credentials, and area of employment. The following tables (shown on page 14) provide information illustrating the wide range of salary opportunities, as well as the hierarchy in public, private, and governmental accounting.

Advancement for professional accountants can, depending on the individual, be quite rapid. By virtue of the size of major public accounting firms, the growth of public accounting, and "promotion from within," policies, there are virtually unlimited advancement opportunities. Promotions are a function of acquiring the Certified Professional Accountant (CPA) Certificate, plus various personal traits--all of which are personally controlled.

PUBLIC ACCOUNTING FIRMS[5]

	APPROXIMATE PAY SCALE - EARLY 70's	
Position	National CPA Firms	Local CPA Firms
National Senior Partners	$1/2 to 1 - Plus Million	Not Applicable
Local Managing Partners	$100 - $200,000	$25 - $100,000
Partners	$40 - $100,000	$25 - $ 60,000
Managers	$18 - $ 35,000	$15 - $ 30,000
Senior Accountants	$12 - $ 20,000	$12 - $ 20,000
Jr. Accountants with MBA	$11,000 - plus	$10,000 - plus
Jr. Accountants with BA/BS	$10,000 - plus	$ 9,000 - plus

INDUSTRY

Position	APPROXIMATE PAY SCALE - EARLY 70's
Vice-Presidents of Finance of:	
major corporations listed on N.Y. Stock Exchange	$60 - $100,000
smaller corporation listed on The Amex	$40 - $ 80,000
large closed corporation	$20 - $ 60,000
Internal Auditors	$15 - $ 25,000
Controllers	2/3 of VP of Finance
Chief Accountants	$15 - $ 20,000
Staff Accountants	$ 9 - $ 18,000

GOVERNMENT

Position	APPROXIMATE PAY SCALE - EARLY 70's
Federal Top Administrators	$25 - $35,000
District Directors	$19 - $25,000
Supervisors	$12 - $21,000
Auditors	$ 8 - $12,000

There are opportunities for advancement in industrial accounting positions; however, these opportunities may be limited by the relative small number of upper accounting positions within a particular business. Promotions in governmental agencies are subject to civil service requirements, which may tend to place time factors on advancement, rather than totally on personal factors.

Internship. Government agencies and some private businesses offer employment as accountant interns and auditor interns to qualified persons. Requirements for entry may differ with employers.

The State of New Jersey provides an in-service training program for persons with high school diplomas or equivalency certificates who are hired as accounting or auditor interns. In conjunction with on-the-job training, interns must attend classes three nights a week and earn a minimum of 16 college credits a year with a grade of C or better in each course. The program is composed of specific subjects that must be taken and is four years in length. Upon successful completion, the intern is eligible for promotion to the title of Auditor III or Accountant III.

During the first year, an auditor intern earns $5,859 (July 1973 rates). An increase to $6,460 is paid during the second year. Salary for the third year is $7,478 and the intern receives $8,657 for the fourth and final year.[6]

CO-WORKERS AND CONTACTS

Accounting clerks. Accounting clerks come in contact with many different people. Specifically, an accounting clerk will come in contact with accountants conducting periodic audits; co-workers employed in the accounting department; co-workers who desire assistance with their paychecks or their credit accounts; customers inquiring about their charge accounts; or, employers inquiring about the status of accounts receivable, accounts payable, employees' earnings, inventory levels, and the like. The circumstances under which accounting clerks meet people vary from cordial, social contacts to normal employee contacts, to stress situations in which complaints and important questions must be handled with confidence and poise.

Semi-professional accountants. The semi-professional accountant appears to come into contact with the same range of people as described under the accounting clerk category. That is, semi-professional accountants come into contact with accountants conducting periodic audits, co-workers employed in the accounting department, customers and creditors, supervisory personnel, and employers.

Professional accountants. The professional accountant has contacts with all kinds of people: clients, management, owners, colleagues, taxpayers, employees, and the like. Each of the contacts requires the ability to meet, relate, and converse with different people--a characteristic that can be both interesting and require extreme self-control.

PERSONAL QUALITIES

Accounting clerks. Accounting clerks must be accurate, dependable, even-tempered, as well as possessing all the other qualities that make for wholesome personal relationships. To illustrate the need for the above qualities, consider the following situations. In business there is the frequently used term GIGO (garbage-in, garbage-out). Literally, GIGO means that you get from a Records System that which is put into the system. If financial information is recorded incorrectly (garbage-in), the semi-professional or professional accountant will make incorrect (garbage-out) analyses, business decisions, projects, and the like when engaged in the interpretive phase of the system.

Consider also the need for dependability if an accounting clerk has sole responsibility for the bi-weekly payroll. The impact on all employees if the payroll is not ready is serious. Finally, you have recognized the need for an even temper if you have had the opportunity to speak with an accounts receivable clerk who handles your charge account. Obviously, many such conversations are emotion-charged and of the type that require extreme coolness.

Semi-professional accountants. The semi-professional account must be accurate and completely at home with figures. In addition. he/she must be comfortable with inside work, must be able to work under the pressure of work deadlines and possess the tact and diplomacy necessary to deal with co-workers and other contacts.

Finally, the semi-professional accountant will probably need to possess better communication skills than the accounting clerk. That is, the semi-professional accountant may have to write reports, proposals, analyses, and the like and present these documents orally to supervisors and/or employers.

Professional accountants. "In many accounting positions, there are days of tedious work during the first year or two. Probably the same is true of many other lines of work. You have to walk before you run.... If you insist on being an outdoor type all the time, you won't like accounting because you'll have to be in an office a lot.... Some accounting positions, like mine, require traveling. Whether this is an advantage or a disadvantage no doubt depends on personal circumstances."[7]

The comments quoted above were made by a public accountant. Embedded in the comments are varieties of the personal qualities that make for success as an accountant. Accounting work is "figure" oriented, consequently, if a student is not completely at home with figures, he/she will not enjoy accounting. Accounting work tends to be inside work, rather than outside work, thereby defining a necessary personal quality. Professional accountants are college-educated, therefore, prospective accountants must desire a college degree. As stated earlier, professional accountants come into contact with people, consequently, perhaps a measure of extroversion is a necessary prerequisite. Certainly, people who dislike conversing or meeting with various types of people will not enjoy functioning as a professional accountant. Thoroughness and a concern for details represent two additional traits necessary for professional accountants. Errors, however small, must be identified and traced to the source.

Finally, professional accountants are, at various times, asked to work long hours. Year-end audits and tax work extending into the spring require long hours through the week, plus weekend obligations, with the resultant disruption of personal and family plans.

EDUCATIONAL REQUIREMENTS

Accounting clerks. An individual who desires entry-level employment as an accounting clerk should have a high school diploma. In addition, this individual should have studied accounting in his/her high school program, as well as typewriting, business mathematics, office procedures and related business courses. If the individual has not studied business while in high school, similar programs are available in community colleges and private business schools.

Advancement to the position of semi-professional accountant will normally require advanced accounting study in a community college or private business school. In many businesses, advancement within the accounting department is possible as one gains experience, without the requirement of additional formal education. However, it is generally recognized that advancement is more rapid with additional study.

Semi-professional accountants. The semi-professional accountant is normally a graduate of a two-year community college program or private business school. An example of a two-year accounting program, leading to the Associate in Applied Science Degree is outlined below:[8]

ASSOCIATE IN APPLIED SCIENCE DEGREE

Program Objective - To serve the needs of those students who desire to secure responsible positions in public, private, or governmental accounting or who wish to transfer to a four-year institution as accounting majors in preparation for the CPA examination. Prepares graduates for entry level positions such as junior accounting clerks, assistant auditor, cost accounting clerk, assistant office manager, and accountant trainee.

PROGRAM

First Year

Course	1st Sem. Credits	2nd Sem. Credits
Language and Literature	3	3
Accounting	3	3
Business Organization and Management	3	[illegible]
Business Law	-	3
Physical Fitness Concepts	2	-
Social Science Electives	3	3
Mathematics Elective	3	-
Liberal Arts Elective	-	3
Introduction to Typing	-	1
TOTAL	17	16

PROGRAM

Second Year

Course	1st Sem. Credits	2nd Sem. Credits
Intermediate Accounting	3	3
Principles of Economics	3	3
Data Processing and Accounting Systems	3	3
Business Statistics	3	-
Accounting Seminar	-	1
Science Electives	3	3
Liberal Arts Elective	-	3
TOTAL	15	16
GRAND TOTAL		64

It should also be mentioned that many young people completing the above or similar programs decide to transfer their course work to four-year collegiate programs. Their aspirations frequently include employment as professional accountants.

Professional accountants. The professional accountant must possess a college degree. Accounting must be studied on either the undergraduate or graduate level. Also, if one is to progress up the public accounting ladder, the CPA certificate is necessary, thereby indicating professional status in public accounting. Requirements for taking the CPA examination are listed below:

How to Become a Certified Public Accountant (As of March 1973)[9]

Stringent requirements and qualifications must be met before becoming a certified public accountant. Requirements vary from state to state.

In New Jersey, a certified public accountant is an accountant who has taken examinations administered by the New Jersey State Board of Public Accountants and has received passing grades. Also, the Board is empowered to grant certificates of reciprocity to out-of-state certified public accountants, allowing them to practice as a CPA in New Jersey.

In order to be eligible to sit for the examination, the following minimum qualifications must be met.

Age: Must be at least 21 years of age.

Education: Must have obtained a degree in a college or school of accounting and business administration registered with and approved by the New Jersey State Board of Public Accountants. The following courses and minimum amount of credits are required:

Accounting	24 Credits
Business Law	6 Credits
Finance	6 Credits
Economics	6 Credits
Business Electives	18 Credits

Experience: Must have at least three years experience in public accounting in the office of a certified public accountant or firm of accountants in which one member is a certified public accountant.

Citizenship: Must be of good moral character.

Residence: Must have resided or been in the employ of a certified public accountant in the State of New Jersey for at least one year.

Examinations: Must receive a passing grade in each of four subjects concerning (a) theory of accounts, (b) commercial law, (c) auditing, (d) practical accounting. Applicants may take the examination upon fulfillment of academic requirements but, in addition, must fulfill the three years of public accounting experience to be certified with special credits allowed for military service or governmental accounting.

The CPA certificate is not as necessary for advancement in either industrial or governmental accounting, as it is in public accounting. However, holders of the CPA certificate are viewed as competent individuals, and consequently, are looked on favorably in all accounting fields.

LIFE STYLE

Accounting clerks. The life style of accounting clerks does not differ from that of other hourly employees. That is, there does not appear to be anything inherent in the work performed by accounting clerks that would produce a life style different from other employees.

Semi-professional accountants. The life style of semi-professional accountants appears to be dictated by their salaries and personal interests, rather than by job-related considerations. There does not appear to be work related demands placed upon their life styles.

Professional accountants. "You ordinarily find accountants living well--in comfortable homes, driving the kinds of cars they like to drive and otherwise enjoying a secure and frequently affluent way of life. In general, they live about the same as managers, executives, and professionals in other fields.

The accountants I know have a variety of interests, so their life styles fit no particular pattern. They usually have enough money so that they can be reasonably flexible in expressing their personal tastes.

...But no doubt the fact that people appreciate your work has a lot to do with it. People hang on your words--they depend on information that only you can give. When they get the information, they can make decisions based on sound knowledge of the facts, and everybody feels good."[10]

The statement above was quoted from a government accountant and captures the notions of social prestige, professional satisfaction, and perhaps, the personal life style enjoyed by professional accountants. It would appear that the salaries earned by professional accountants enable them to pursue their individual life styles. In addition, the importance of accounting information places professional accountants in a position where they enjoy professional respect and social prestige.

EMPLOYMENT LOCATION

Accounting clerks. The accounting clerk is employed wherever there is the need for a records system. That is, an accounting clerk can be employed in private industry, school systems, or state and local government offices. It should be noted that in smaller firms, accounting clerks may be employed to perform a variety of tasks and in larger firms, the tasks may be limited due to the increased use of automatic equipment.

Semi-professional accountants. The semi-professional accountant, like the accounting clerk, is employed wherever there is the need for a records system.

Professional accountants. Public accountants are usually employed in large and relatively large cities where their firms are located and perform their accounting services. Private accountants are employed wherever business activity takes place. Places of employment include manufacturing companies and various nonprofit organizations. Accountants employed in governmental positions are generally employed in and around major cities.

EMPLOYMENT OPPORTUNITIES

Accounting clerks. The following statement appears to summarize the present and projected employment opportunities for accounting clerks:

"Although the number of bookkeepers will increase slowly through the mid-1980's, thousands of workers will be needed each year. Most job openings will be due to deaths, retirements, and transfers.

Despite the expected increase in the volume of record-keeping, employment growth in this occupation will be slowed by the use of electronic data processing and other bookkeeping machines. Many types of machines can process data more accurately, rapidly, and economically than workers doing it by hand. Nevertheless, the need for bookkeeping workers will probably outpace the impact of labor saving office machines over the next decade."[11]

Semi-professional accountants. Employment opportunities for the semi-professional accountant appear to be on the increase, due to increased business and government activity. The largest increase will come in those positions that are relatively non-repetitive, with automatic equipment increasingly performing routine tasks. In addition, the employability of the semi-professional accountant will increase to the degree that this person can intelligently interface with automatic data processing systems. That is, to the degree that the semi-professional can create input and understand output.

Professional accountants. The future employment outlook for professional accountants is excellent, with opportunities expected to increase through the mid-1980's. Increases will come about due to expansion of both business and government agencies. Also, businesses are utilizing the services of professional accountants to a greater extent than in the past, thereby creating additional sources of employment.

More than 700,000 people worked as accountants in 1972; about 20 percent were Certified Public Accountants. About 3 percent of the CPA's and 22 percent of the accountants are women.[12]

OBTAINING EMPLOYMENT

The procedures one uses for obtaining employment as an accounting clerk, semi-professional accountant, or professional accountant do not differ. That is, the prospective employee must possess the requisite personal qualities, educational background and appropriate references. Moreover, one should know where employment is usually obtained.

Sources of accounting positions are found in school placement offices, daily and Sunday papers, and in employment offices. Also, sources of employment are communicated orally from friend to friend or through relatives. Less efficient, but sometimes fruitful, are walk-ins. In a walk-in the prospective employee takes his/her chances and inquires in various personnel offices, without prior knowledge of an opening.

Below you will find a series of "help wanted" ads. The ads provide an indication of the kinds of career opportunities available to people with accounting skills.[13]

EMPLOYMENT ADS REQUIRING ACCOUNTING SKILLS

ACCOUNTANT JUNIOR

Local company has a challenging position for a College Grad with 2-3 years general and cost accounting experience to assist busy Manager of Accounting. Excellent opportunity for advancement leading to Supervisory position. Salary to $10,000.

ACCOUNTANT BEGINNERS

Top company needs night work in accounting department and grads to work in accounting department. Tuition refund plus many benefits.

ACCOUNTANT

Trainee acceptable. Growing national firm requires accountant and administrative assistant to assist VP of Finance. Excellent career position with full fringe and regular increases.

JUNIOR ACCOUNTANT

Growth opportunity for alert, detail-minded individual in General Accounting Department. Initial assignments will include maintenance of general ledger accounts and control, account analysis, and preparation of various reports. Need self-starter who will work toward acceptance of increased responsibilities. College degree required--accounting major. No experience necessary. Occasional travel.

STAFF AUDITOR

Advance to Division Controller in months. Unusually attractive fringe benefits. 1-2 years Public experience for local medium sized corporation. 15 percent travel.

STAFF ACCOUNTING

BS/Accounting; 2-3 years. Big "8" background, work on Controller's Staff, special projects; Financial Analysis; Budgets; Taxes, etc.

COST MANAGER

Stable, exciting company. Excellent salary and benefits.

ACCOUNTANT

Public expansion has created opening for 2 experienced accountants. If you have public accounting experience, we offer excellent compensation, opportunity to work with clients, new modern offices and fringe benefits.

FINANCIAL ANALYST

Medium sized manufacturing corporation seeks individual with 1-2 years experience in Budget, Cost, and Financial Analysis. This position is available because of PROMOTION! BS in Accounting is required. Seek responsible individual who is capable of increasing responsibility. Hiring salary to $12,500.

CONTROLLERS ASSISTANT

Prominent local manufacturer seeks experienced general accountant to assist in the entire area of general accounting. Great opportunity to learn while gradually shouldering increased supervisory responsibility. Degree or night school acceptable.

CORPORATE STAFF ACCOUNTANT

Our client needs a degreed individual with 2 years general accounting and an outgoing personality with either manufacturing or public packaging. Salary $13,000 plus many benefits. Client has campus atmosphere.

Professional accountants. Obtaining employment as a professional accountant involves serious planning and preparation. The prospective professional accountant must, at some point in his/her planning, decide to be a public, industrial, or government accountant. The choice of specialization is important because it determines whether the CPA certificate is necessary and the academic standing one must attain, for the major public accounting firms are very selective when hiring employees.

The individual contemplating professional accounting must also choose carefully both a college and a collegiate program of studies. The reputations, and correspondingly, the quality of collegiate accounting programs differ. In addition, a decision to become a professional accountant is also a decision to travel when required, work long hours during peak work periods, and a commitment to the profession--none of which should be entered into lightly.

CAREERS IN COMPUTER AND RELATED OCCUPATIONS

The present discussion is directed to a description of the activities completed by people employed with a records system. To this point, the focus was on careers for accounting clerks, semi-professional accountants and professional accountants. Now we will explore careers in computer and related occupations.

Financial information can be processed manually; mechanically; through use of punched card equipment; and electronically, using computers. Each method processes data that is used to operate a business, to provide information on the results of operations, and to provide information required by outsiders such as creditors or the government. Special attention is now given to the method of processing financial information that utilizes computers and specially trained computer personnel.

Computers have the capacity to perform the recording, sorting, and summarizing functions of any records system at very high speeds. Second, computers can be "programmed" in advance of a particular operation to accept instructions indicating what must be done and how to do it. Third, computers can store financial information in miniaturized form.

The operation of a computer is, essentially, very simple--it must:

1. receive instructions and financial information,
2. store instructions and financial information,

3. process financial information, and
4. read the results of its activities out of the system.

In addition to computer equipment, a computer system also includes specially trained personnel. People must write specific instructions for the computer, design and evaluate the records system within which the computer operates and oversee the operation of the computer.

There are many varied career opportunities within the records system cycle for people interested in computer and related occupations. While there is much overlap of duties, tasks, and responsibilities, it appears that computer and related career opportunities are generally in the areas of computer operations, programming, and systems analysis. The lines between the three areas are not clearcut; however, it is possible to make some general, descriptive statements concerning career planning for computer and related occupations. These comments follow.

SIGHTS AND SOUNDS

Computer operations personnel. Career opportunities for computer operations personnel carry job titles like keypunch operator or computer console operator. Synonymous titles for keypunch operator include data converter operator, card punch operator, and data typists. The keypunch operator performs many duties. The following five duties require approximately 75 percent of a keypunch operators time:[14]

1. Operates keypunch machines or verifiers
2. Operates interpreter
3. Operates magnetic tape unit
4. Determines cause of machine stops and malfunctions
5. Operates sorter

The keypunch operator is very important in a computer system for it is this individual that converts financial information on sales invoices, purchase invoices, cash memoranda, and the like, into language that can be processed by the computer. Consequently, the input and output of the computer is no more accurate than the work of the keypunch operator.

The computer console operator "examines the programmer's instructions and makes sure the computer is loaded with tape, cards, or other input. The operator then starts the computer. During the processing, he/she manipulates switches and observes lights. If the computer stops or lights signal an error, the operator must locate the problem. Some operators who work with automatic systems do not start the computer each time a different problem is run. They must, however, watch the equipment carefully in order to respond to various machine signals."[15]

The above quote generally describes the work of a computer console operator. It must be pointed out that the work of the computer console operator is not routine. A recently completed survey analyzed the tasks performed by computer console operators and listed approximately 80 separate tasks, with no single task requiring more than five percent of the operators'time. A partial listing of the survey findings follows:[16]

1. Loads programs and data cards
2. Determines cause of machine stops and malfunctions
3. Operates console
4. Operates card reader
5. Sets up computer for operation
6. Selects and mounts tape
7. Selects and mounts disks
8. Locates tapes in storage media or tape library
9. Performs card to sorter operations
10. Performs tape to printer operations

Keypunch operators are currently earning approximately $120 per week. The salaries for experienced computer console operators are in the $9,000 to $12,000 range, with differences due to experience and the quality of skills an individual brings to an employing company.[17] The fringe benefits available to keypunch operators and computer console operators are the same as those received by accounting clerks and similar employees.[18]

Programmers. In a computer installation of average size there are usually several programmers. Each programmer performs different tasks. Higher level tasks are performed by programmers with more experience. Programmers may be given job titles, which indicate the kind of programming performed within the computer system. For instance, an applications programmer writes programs for payroll, sales, purchases, and inventory applications; a maintenance programmer is responsible for making adjustments to programs that are more complex in nature, dealing with the entire computer system.[19]

The programmer's primary job is to prepare a systematic, logical set of steps that can be followed by the computer. That is, the computer writes the very specific instructions that are used to direct the operations of the computer. To complete his/her work the programmer must:

1. Analyze what company records contain the information necessary to produce the desired output.
2. Prepare a flow chart or block diagram describing the sequence of steps necessary to direct the computer.
3. Write detailed instructions describing what the computer must do with each piece of information.
4. Code and "debug" the program.
5. Prepare instructions for the computer console operator.

Just as the tasks performed by programmers vary, so do their salaries. Recently reported salary information indicated that lowest level Applications Programmers average $175 per week, while Managers of Applications Programming average $357 per week.[20] In early 1973, yearly salaries for programmers in government positions began at $7,500-$9,500, with experienced programmers earning between $11,600 and $18,900.[21]

Systems analyst. It is difficult to describe the position of systems analyst. In a recent survey, 250 tasks performed by all systems personnel were identified, with no single task comprising more than 2 percent of the analyst's time.[22] If we place the work performed by the various levels of computer personnel on a continuum running from specialized, narrow-scoped activities to general, broad-scoped activities, we would surely find the systems analyst functioning at the general, broad-scoped end.

Systems analysts become involved with a computer system from the time a company considers computerizing an application until the application is running smoothly. The systems analyst must be able to visualize the immediate and potential effect of a computer application on an entire business. To do this--visualize and take into consideration various effects--requires high level abilities and careful, meticulous planning.

The above statement generally describes work performed by a systems analyst. More specifically, the following describes some particular tasks performed by systems analysts:[23]

1. studying an application or group of applications to determine if computer processing is justifiable;
2. designing a generalized system that will meet the requirements of the application;
3. making recommendations as to the hardware to be purchased or leased;
4. designing a detailed system flow that makes use of the available or planned hardware; and
5. planning the installation schedule for the applications.

The term systems analyst relates to the level of computer personnel with the broadest tasks. Within the systems analyst level there is a family of job opportunities carrying names like Manager of Systems Analysis, Lead Systems Analyst, Senior Systems Analyst, Systems Analyst A, Systems Analyst B, and Systems Analyst C.[24] Collectively, the job titles describe a heirarchy within the systems analyst family, with the title, Manager of Systems Analysis carrying the broadest responsibility.

The salaries earned by systems analysts vary with their experience and abilities. As of June, 1974, the per week salaries earned by Managers of Systems Analyst ranged from $247-$530; Lead Systems Analysts, $215-$461; Senior Analyst, $197-$423; Analyst A, $173-$371; Analyst B, $148-$317; and Analyst C, $128-$275.[25]

CO-WORKERS AND CONTACTS

Computer operations personnel. People employed as computer operations personnel, whether as keypunch operators or computer console operators, do not generally come into contact with the general public. However, computer operations personnel do come into contact with fellow employees in various situations: keypunch operators may be asked to verify the work of other keypunch operators; keypunch operators may speak with employees who originate sales invoices, purchase invoices, and the like; and, computer console operators must receive specific instructions from programmers. Each contact carries with it the element of sensitivity, and therefore, the necessity for self-control.

Programmers. People employed as programmers come into contact with other computer personnel, as well as employees outside the computer installation.

Systems analysts. The tasks performed by systems analysts require contact with virtually every employee in a business. Also, the systems analyst will, on occasion, have contact with people acting as consultants, such as: industrial engineers, mathematicians, accountants, and representatives of equipment manufacturers.

PERSONAL QUALITIES

Computer operations personnel. The primary personal quality for a keypunch operator is accuracy. It is difficult to underscore the need for accuracy; however, if one realizes that computers are totally objective concerning the data fed to them, then one can begin to realize why all input must be accurate. In addition, there are instances when console operators must be able to locate and correct errors, an activity requiring the ability to progress logically through a series of steps.

Programmers. People employed as programmers must be exacting, possess an aptitude for logical analysis, patient, and persistent. As the programmer assumes new responsibilities, he/she must possess both creativity and ingenuity when presented with new programming tasks.

Systems analysts. The systems analyst must be the kind of person who can comprehend a myriad of seemingly unconnected details present in a potential computer application. Then, the systems analyst must be able to order these details in a fashion suitable for computerization, at the least cost, with the least number of negative impacts. Much of the work of a systems analyst requires the making of recommendations from various alternatives--a capacity that requires the individual to first visualize the various alternatives.

EDUCATION REQUIREMENTS

Computer operations personnel. Employers generally require a high school diploma for keypunch operators, although some employers are willing to train on the job. The high school diploma and, in some instances, some post-high school education is required for the position of computer console operator.

The ability to typewrite is a prerequisite for employment as a keypunch operator, consequently, people interested in positions as keypunch operators should learn to type. In addition, the study of additional office skills such as accounting and office procedures will be helpful to the prospective keypunch operator who desires to understand the entire records system and/or advance up the computer operations career ladder.

A computer console operator should have the ability to type, a knowledge of how a computer operates, and in some instances, knowledge of a computer language. This training can be acquired in some high schools, area vocational schools, private business schools, and in community colleges.

Programmers. There are no universal education requirements for programmers, beyond perhaps the high school diploma. Much programming is learned on the job; however, the more direct route to learn computer programming would be through a high school program (if available), an area vocational school, a community college, or a private school specializing in programming instruction.

It is reasonable to say that if an individual desires to obtain top-level programming employment he/she should obtain, at minimum, an appropriate community college degree and probably a four-year college degree in math, business, or computer sciences.

Systems analysts. People employed as systems analysts normally possess a college degree, and in some instances, graduate education. For systems analysts involved in records system work, a college degree in business administration, plus appropriate training in computer sciences appears to be required. In addition, experience as a programmer appears to be a prerequisite to becoming a systems analyst.

LIFE STYLE

There does not appear to be anything inherent to the computer and related occupations career opportunities that causes a particular life style. However, it may be that the attractive salaries earned by some programmers and systems analysts provide these people with flexibility as they choose a personal life style.

EMPLOYMENT LOCATION

Most computer operations personnel, programmers and systems analysts work in urban areas for government, wholesale, and retail businesses, as well as schools and non-profit organizations; and in organizations that provide computer-related services for other organizations.

In addition, employment can also be found in non-urban areas, particularly when businesses are large enough to justify the use of computer-related personnel.

EMPLOYMENT OPPORTUNITIES

Computer operations personnel. The demand for keypunch operators is not expected to increase, as more efficient methods of developing input replace card punch equipment. In addition, promotion opportunities for keypunch operators are limited. However, some keypunch operators do receive training on-the-job or avail themselves of formal training programs and advance to the position of computer console operator or to programming positions.

The need for computer console operators is expected to increase as new computers are installed and existing installations are changed and modified. Advancement within the computer console operator position is limited, however, computer console operators do possess, or can acquire, some of the skills that ultimately lead to positions as programmers.

Programmers. Thousands of new computer installations, plus replacement of present programmers, will require literally thousands of new programmers in the near future.

The one cautionary note concerning the need for programmers is found in the following quote:

> "Although employment growth will be significant, programmers are not expected to multiply as rapidly as they have in the past for several reasons. Improved programming languages should make it easier for nonprogrammers to use machines, and preprogrammed mini-computers will be used for many applications. In addition, new techniques will enable the programmers to handle a greater volume of work. The best opportunities will be for experienced persons qualified in both programming and systems analysis who have kept up with the latest equipment and techniques."[26]

Systems analysts. The need for systems analysts is expected to grow rapidly. Growth will be due to increased numbers of computer installations, replacement of existing installations, and people leaving systems analyst positions and moving to other responsible positions.

OBTAINING EMPLOYMENT

Obtaining employment in computer and related careers, within the records system cycle, does not, generally, differ from obtaining employment in other types of occupations. That is, the prospective employee must possess the requisite personal qualities, educational background and appropriate references. In addition, one should also know where employment opportunities exist. Sources of positions are found in school placement offices, daily and Sunday papers, and in employment offices.

In addition to the above, individuals seeking employment in computer related occupations should also consider the need for experience. Positions like systems analyst frequently require 3-5 years experience as a programmer or similar experience in a similar position. To become a high level programmer, an individual usually must have experience writing the more routine programs.

On the next page you will find various "Help Wanted" ads for computer personnel. These ads will provide additional information concerning the skills necessary for computer-related employment.[27]

COMPUTER RELATED EMPLOYMENT ADS

Computer Operator. Immediate openings exist for individual to perform various duties associated with operating the B5500 computer. Duties include maintenance of required logs, attention to input/output devices, etc. At least one year's experience required.

Computer Operator. Top local firm needs lead operator with solid 3rd or 4th generation experience who is ready for management.

Computer Operator. Must have PDP equipment experience. Prefer PDP-8 or PDP-11. Start 2nd shift. $9/$10,000 plus shift differential.

Computer Operators. The Division Headquarters of our company requires two computer operators, one on first shift and one on second shift, as a result of expansion of our data processing function. A minimum of two years of experience as a computer operator on third generation equipment is preferable. However, we will also accept trainees with initiative and the ability to learn and grow with the company. We offer free benefits programs, excellent working conditions, and an attractive starting salary.

Keypunch. Full time (day or evening) Provident National Bank is currently interviewing for experienced Keypunch Operators. You should possess a minimum of one year's experience operating IBM 129 or Univac 1701 or 1710, an excellent work history (including excellence in attendance); the ability to work at very high speed with excellent accuracy...and enjoy working in a service bureau atmosphere.

Keypunch Operators. 2nd shift positions open for experienced Inforex Operators. Would consider other experience of at least one year. Good starting salary commensurate with experience plus shift premium and incentive program. Excellent company benefits.

Keypunch Operators. Day Shift. 37 1/2 hour week. We have several immediate vacancies for IBM or Univac Keypunch Operators. Must have minimum six months working experience. Good starting salaries, liberal benefits and excellent working conditions. Sorry, all trainee positions are filled.

Keypunch Operator. Major oil company has an opening on 3 PM to 11 PM shift for reliable individual with minimum one year industry experience on Univac 1710, IMB 029 and 059. Attractive salary plus complete benefit package and modern offices make this a first rate opportunity.

Keypunchers. One of the nation's largest in the field of scientific data processing needs qualified Keypunchers or Typists to become DATA ENTRY SPECIALISTS, handling information generated by the world's scientific publishers. Good starting salary, steady growth, excellent working conditions and benefits. These are full time permanent positions.

Programmers. We have the senior EDP staff to make you to the kind of position you want: Senior Programmer to $16K, Programmer/Analyst to $14K, informal, professional, highly sophisticated, etc.

Programmer/Analyst. Fast growing data processing firm engaged in the development and installation of commercial software packages seeks an aggressive person with two or more years experience in programming and systems design on 360 systems or any other 3rd generation computer. Able to interface well in a client environment and seeks a real challenge. Salary will commensurate with experience.

Programmer. Senior 2-4 years experience financial or banking application and COBOL programming. Communications experience a plus. Junior at least one year experience in COBOL programming F-45.

Systems Programmer. This client company is seeking your experience to move you into management. Handle software programming on 370-155 OS in Cobol.

Programmer. 3-5 years experience. Assemble language. Communications or diagnostics. To $16K.

Systems Analyst Programmer. Due to our expansion into the 370 series, we are now seeking candidates for our Programming staff, using Cobol language. Will assist in conversion and design of new system. Potential unlimited. Interested candidates would be interviewed confidentially at their convenience.

Systems Analyst/Programmers. 1-4 years experience in systems analysis with a Cobol programming background. $16K.

Systems Analyst. Local Blue Chip seeks degree with EDP design system experience. Salary $15-$20K, immediate hire.

Systems Analyst/Programmer. Our company is one of the leaders in the publishing field and we are looking for leaders to work with us. We need an aggressive Systems Analyst/Programmer with a minimum of 2-3 years "hands-on" experience using both assembler and COBOL language. CICS experience is a plus. Either 360 or 370 experience is a must. This position offers a tremendous challenge, a salary range of $13,000-$15,000, and one of the finest benefit packages in the industry. If you can keep up with the active pace of the publishing industry, have the above experience, and want an upward salary and responsibility move, submit a resume outlining background and monetary requirements.

ACTIVITIES

There are many activities that may be introduced within the Records System and Control Cycle, including:

- A comparison of the life style, education, working environment, and the like of accounting clerks, semi-professional accountants, professional accountants, and computer-related personnel.
- Speakers representing public accounting, the FBI and other government agencies, and computer-related occupations.
- Field trips to regional IRS centers, corporate offices of major corporations, and the like to view computer installations.
- Various games (like Monopoly) can be introduced to "capture" the essence of business activity, and therefore, establish the framework in which accounting and computer-related personnel work.
- Items in the Bibliography (such as "How to Read A Financial Statement") can be used to create in-class discussions.
- Newspaper employment sections can be used to establish local salaries, experience requirements, and the like.
- Students might be involved in coding exercises, taking inventories, and the like.
- Financial statements from major corporations, i.e., Exxon, are available in quantity and can be used to describe the work performed by industrial accountants, independent auditors, and other related personnel.

FOOTNOTES

[1] Adapted from Accounting 10/12, written by M. Herbert Freeman, et. al., Gregg Division, McGraw-Hill, Inc. (Second Edition), p. 283.

[2] "Job Selection Guide for the Gregg OJT Program," Gregg Division, McGraw-Hill, Inc. 1973.

[3] Edward Brower, "Office Employment Expectations," survey conducted in 1972.

[4] Bureau of Labor Statistics, "Area Wage Survey, Trenton, New Jersey," United States Department of Labor, (September 1972), pp. 5-23.

[5] Becker, Newton D. "Opportunities in the Fields of Accounting," (1974), p. 12-13.

[6] "Occupations in Accounting," State of New Jersey, Department of Labor and Industry, (December 1973), p. 9.

[7] William R. Russo, "What's It Like To Be An Accountant," American Institute of Certified Public Accountants, (1970).

[8] Mercer County Community College, Trenton, New Jersey.

[9] "Occupations in Accounting," State of New Jersey, Department of Labor and Industry, (December 1973), p. 7.

[10] Allan Sharfstein, "What's It Like To Be An Accountant," American Institute of Certified Public Accountants, (1970).

[11] "Occupational Outlook Handbook," United States Department of Labor, (1944), p. 88.

[12] "Occupational Outlook Handbook," United States Department of Labor, (1944), p. 88.

[13] Gary L. Prickett, "A Career in Bookkeeping and Accounting," Careers in Business, National Business Education Association, p. 31.

[14] "Business Data Processing Occupational Performance Survey," The Center for Vocational and Technical Education, Series No. 88 (March 1973), p. 11.

[15] op. cit., "Occupational Outlook Handbook," p. 107.

[16] op. cit., "Business Data Occupational Performance Survey," p. 13.

[17] Philadelphia Inquirer (June 9, 1974).

[18] op. cit., Bureau of Labor Statistics.

[19] Mike Murach, Business Data Processing and Computer Programming, Science Research Associates, Inc. (1973), p. 400.

[20] "EDP Salary Survey," Datamation (May 1974), p. 50, et. seq.

[21] op. cit., "Occupational Outlook Handbook," p. 111.

[22] op. cit., "Business Data Occupational Performance Survey," p. 19.

[23] Mike Murach, p. 399.

[24] op. cit., "EDP Salary Survey," p. 50, et. seq.

[25] Ibid.

[26] Op. cit., "Occupational Outlook Handbook," p. 111.

[27] Philadelphia Inquirer (June 9, 1974).

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"Big Umbrella, The: Office Skills and Paper Work," *Teenage Jobs*. (Jobs available to teenagers detailing skills could be put to use.)

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INTRODUCTION TO VOCATIONS
BUSINESS EDUCATION AND OFFICE OCCUPATIONS CLUSTER
SECRETARIAL OCCUPATIONS CYCLE

by

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A MESSAGE FOR THE INTRODUCTION TO VOCATIONS EDUCATOR

This section is designed to assist you in touring the world of the secretary. It will help you differentiate between the various career paths open to the future secretary--male or female. You will be able to identify the skills, knowledges, and personal characteristics required of the secretary.

You will be knowledgeable about where the secretary works, the work environment, social aspects of the position, and how one can best climb the secretarial career ladder. You will be appraised of professional organizations for the secretary and of opportunities for professional certification.

You will have a knowledge of realistic salary expectations of secretaries in the various specialty areas. You will better understand the role and function of the secretary in the business or professional office.

You will be able to discuss the occupational outlook for the secretary and assist students in matching their personal and career interests to the various facets of the secretarial world.

Finally, consider this important note. The entire document is more than 150 pages. All of the information is accurate and career-referenced, however, it is not important that all the information be presented to young people. You might choose to use the information contained at the beginning of the cycle for in-class discussions and provide the descriptions of specific career opportunities for student reports, projects, and the like. Happy touring!

A COMPLETE LISTING OF ACTIVITIES AND TOPICS PRESENTED IN THE SECRETARIAL CYCLE MAY BE FOUND IN THE TABLE OF CONTENTS

HISTORICALLY SPEAKING...HYSTERICAL FACTS

The secretarial profession is almost as old as recorded history. Secretaries in the early days of civilization were men, and they were called "scribes." Their duties were to record major events of the times and to keep records for the rulers of bygone eras. Oddly enough, they were also employed by illiterates who could not handle their own business affairs.

Women began to invade business offices--brazen hussies that they were!--as secretaries and stenographers by the 1880's. They quickly learned to operate the "mechanical chirographer," or typewriter as we know the monster today. In fact, the secretaries themselves were called "typewriters" and they sat at a "secretary" (desk). From the 1880's until about 1940, the number of women in the business would steadily increased until 54 percent of all office workers were women.

By 1950, approximately 15 million women were employed as office workers. And by 1972 about 3 million persons--95 percent of them women--worked in occupations requiring secretarial and stenographic skills.

Over the years, many men and women have achieved fame via the secretarial or shorthand route, including:

Margaret Chase Smith, former U.S. Senator from Maine
Fiorello La Guardia, former Mayor of New York City
Barbara Walters, NBC television personality
Irene Dunne, movie star and United Nations representative
Billy Rose, theatrical producer
James Byrnes, former Justice of the U.S. Supreme Court
Woodrow Wilson, former President of the United States

Today the secretary holds a key position in the office--no matter what the field of specialty--science, medicine, law, international trade. This key position is aptly described by Lane Tracy in the Harvard Business Review.

> If, as Peter claimed, every employee rises to his level of incompetence, how to organizations still function? An authority on organizational behavior resolves the apparent paradox: 'Parahierarcies' of secretaries full the gaps left by their incompetent bosses.

So, read on--and find out what this era's version of a secretary is all about.

THE SECRETARY'S ROLE

The secretary is an important member of a management team. The secretary's role as such has become increasingly more evident through the years, particularly in the past 30 years. A secretary is a vital link between the making and implementing of business plans. For example, besides being custodians of office records, secretaries now play an expanded role in processing reports, implementing schedules, and issuing directives.

Traditionally, the secretary has been a confidante--entrusted with the secrets of the boss and of the company. The secretary of the 1970's will continue to fill this role and, in addition, will be expected to work shoulder-to-shoulder with an executive. As the executive's job has become both more difficult and more challenging, so the secretary's job has become more demanding. The secretary must meet new challenges, accept more responsibility, and work with less direct supervision.

Executives need freedom from as much routine work as possible. Ideally, therefore, a secretary and the boss work as a team, with the executive making the major decisions and the secretary following through on details to implement those decisions.

A secretary is in a position to be an office leader. The secretary sets the tone of the office by appearance and by actions.

There are times when the secretary finds it necessary to fill in for the boss in the executive's absence. The secretary has to make certain decisions that would not otherwise be made.

On the other hand, a secretary must use superior judgment and avoid usurping the decision-making powers of the employer. The secretary must tactfully refrain from making decisions that should be made by an executive. The secretary must, therefore, know when not to make a decision as well as know when a decision is proper.

While titles may be the same from company to company, the responsibilities and duties of the secretary may be quite different--to the point where some secretaries might assume full charge of the office.

No two secretarial positions are alike. They are molded for the most part according to the size and nature of the business or profession, the position and status of the boss-executive, the personality of the executive and the executive's willingness to delegate work and responsibility, the ability of the secretary to assume administrative duties, and the personality and intelligence of the secretary.

The kind of job a secretary holds, therefore, depends to a large degree on expectations, ambitions, personality, and skill. Only the secretary can determine individual career limitations.

In a small organization, the work is so varied that a secretary has a chance to gain a wide range of experience and to grow in the position. In a large enterprise, a secretary is often assigned to a specialized department, such as marketing, production, personnel, or legal.

Secretaries have one of the highest prestige positions for both women and men in business, and they exercise more responsibility and initiative than permitted in many other office jobs. Their associations with management and with interesting visitors are often a source of personal growth and enjoyment.

Although the secretary's position can be and is glamorous at times, it naturally cannot be that way all the time. The routine work which must be completed accurately and on time will always abound.

But because the work is varied, it is usually not monotonous. Some jobs are fascinating. In some offices, there is pressure to keep up with a busy executive who has many appointments and diverse interests. In other offices, there is little tension, and the secretary can work in a quiet, orderly fashion. With very few exceptions, the secretary works in close contact with others.

By being on the inside of everything that goes on in the organization, the secretary soon knows the company from bow to stern. And if smart, the secretary uses this inside knowledge to the best advantage in sailing the secretaryship.

So, you see, secretaries do far more than sit at a desk, type letters, and answer the telephone all day. They handle important matters, make decisions, and are involved with the inner workings of the business organization. It is not unseemly, therefore, to state that a good secretary is like a many-faceted precious jewel. There are many sides to a secretary's professional life, just as there are many sides to a gemstone. The secretary is the pillar of the office, always there to perform, and sometimes his/her worth is taken too much for granted. Alas, the gem of the office comes to the fore in this tour of the secretary's world.

AND JUST WHAT IS A SECRETARY?

. . . a public relations expert in dealing with the boss, fellow employees, and those with whom the secretary deals outside the office. The secretary makes decisions necessary to maintain good human relations and accepts personal responsibility for the decisions. The secretary tries to understand others, and at the same time tries to understand him/herself. The secretary knows how to deal with people, how to gain their confidence, how to give clear instructions, and how to develop the technique of securing cooperation from co-workers.

. . . courteous, friendly, understanding of the problems of others, helpful, and able to handle awkward situations with ease. The secretary maintains a loyal attitude to the boss and to the firm. This is a loyalty expressed through actions rather than words. Loyalty shows through the secretary's perceptiveness of the needs of the office.

. . . realistic, mature, and responsible. The secretary pays as much attention to the humdrum details of the job as to the exciting aspects of it.

. . . well groomed and confident.

The secretary takes an exceptional amount of pride in appearance and in work well done.

. . . the shining light of the office--with a personality that will make the office a more pleasant place for everyone to work.

. . . an expert in communications. The secretary is able to interpret messages. In personal communications words are selected that convey exact meanings. The secretary knows him to listen effectively. The secretary understands instructions and knows how to ask clarifying questions. The secretary takes an interest in and understands what is being communicated.

. . . highly organized in work habits, which results in efficient and precise production. The secretary is never caught short because he/she is not prepared to meet the challenges of the position.

. . . able to handle confidential material with ease, so that is is seldom apparent to anyone that such material is being produced.

. . . up to date and always knows the newest terminology used in the business world. The secretary knows what is new in equipment, usually has some idea of the cost, and can give an opinion on its merits.

. . . a good reference source. The secretary does not claim to know everything, but does claim to know a great deal and to know where to find answers to questions that cannot be answered personally.

. . . capable of talking to anyone with ease. The secretary keeps confidences, is well read, is tactful in conversations, and is diplomatic in stating opinions.

. . . even an actress at times.

Most of all, a secretary is knowledgeable about what the future can hold, and is confident in planning the future.

The National Secretaries Association defines a secretary as

> . . .an executive assistant who possesses a mastery of office skills, who demonstrates the ability to assume responsibility without direct supervision, who exercises initiative and judgment, and who makes decisions within the scope of assigned authority.

This definition encompasses the Association's belief that a secretary's career is not limited to the shorthand and typing concept. It covers many horizons and offers excellent employment opportunities for the enthusiastic beginner as well as the experienced career-oriented individual.

Of course, there is also the classic example of what the businessman thinks a secretary is:

> An individual with a high school diploma, a college degree, one year of business school, and ten years of experience--all wrapped up in a gal who is twenty-three, charming, and attractive!

The title of secretary is probably the most confusing of all the office occupations. Almost anyone working in an office may state he/she is a secretary, or almost any employer may speak of "my secretary" in describing a clerk. In these instances the term is used for prestige. It is an ego builder to the office worker and a status symbol to the employer.

WHAT DOES A SECRETARY DO?

Secretarial duties are myriad--depending largely on the type and size of the organization for which the secretary works and on the employer. Duties also vary from the very small office with one secretary who is required to do all facets of office work to the secretary in a major corporation who may not even have a typewriter, yet must have complete knowledge of all aspects of a secretarial job.

In any size company or office the beginning secretary may be given the responsibility only of routine typing, dictation, and telephone calls. As knowledge and experience are gained, additional responsibilities may be added.

Typing and shorthand are only one phase of a modern secretary's work, for the secretary must conserve the employer's time by performing many duties under personal initiative. In some cases this involves taking over administrative details. The degree of responsibility assumed by the secretary is usually directly related to the position of the employer.

A typical day in the life of a secretary is as difficult to portray as trying to describe the average man. However, a capsulized view of the secretary's day might include but is not limited to the following activities.

Previews the day's activities at the start of the business day. The secretary will check the executive's appointment book and her/his own and look at the notes on the calendar which act as reminders to start or complete certain work. The secretary decides which items take precedence and then devises a personal schedule.

Answers routine correspondence. Some secretaries may dictate replies or routine correspondence to a stenographer. Others may be briefed by the boss on the nature or tone of the response, taking notes and then preparing or dictating the actual response. The secretary must have an adequate understanding of the business to be certain correspondence sent from the office makes good sense.

Maintains records and files. One of the necessary evils in keeping the business office operating! The secretary must decide what should be filed, how long it should be retained, when it can be transferred to an inactive file, and when it can be destroyed. Files must be kept up to date and be well organized for efficient use. The super secretary takes pride in building the best set of files possible, for the files are the history book of the organization. Even though the office may have file clerks, a secretary must have a complete understanding of the system used. The secretary must be prepared to find important documents and correspondence at a moment's notice.

Acts as the office hostess, greeting visitors and seeing that they are directed appropriately. It is important that callers are put at ease, and that any delay or postponement is explained.

Handles the mail. This involves opening, reading, and sorting incoming mail, assembling the information needed in answering it, and attaching my previous correspondence that is pertinent. The secretary calls attention to urgent matters. In the larger office, the mail may be opened by a clerk and routed to the secretary for handling.

Takes dictation and transcribes it accurately. Dictation may be taken in shorthand or with a stenotype machine, or the executive may choose to use a dictating machine. Transcription is done with the typewriter. Dictation may be taken from only one person or from as many as ten or fifteen people. The secretary proofreads completed work carefully, checking each statement for clarity and correctness--even if it means slight alterations to dictated material.

Writes down instructions. The secretary should always have a notebook close at hand to write down instructions or details that the boss gives. The secretary should never reply on memory. In sticky situations the written word is invaluable.

Composes letters, memos, and reports for the signature of the boss, communicating clearly and meaningfully, while at the same time using the writing style of the employer.

Handles telephone calls, acting as a buffer between the employer and unwelcome telephone callers. Tact and efficiency in handling callers can be invaluable to the employer.

Maintains attractive surroundings and is responsible for the "office landscaping." A cheery office environment enhances the efficiency of the entire office staff.

Schedules appointments and sees that they are kept. The secretary must be alert in scheduling the employer's time, so that the appropriate people and resources are on hand at the proper time.

Arranges meetings and conferences. These may be on a routine basis, or as required to meet the demands of business decisions. The secretary is responsible for arranging a place and time and making necessary dining arrangements. The secretary must collaborate with other secretaries, so that all people who must be there are available. In planning, he/she must remember to schedule appropriate breaks, decide what audio-visual equipment will be necessary, and decide what other items are necessary for the successful conduct of the business meeting. The secretary may also be expected to attend the meeting, taking notes and distributing a report to all those who attended.

Makes travel arrangements. This might include scheduling appointments, arranging overnight accommodations, and making appropriate travel reservations for a short trip of several days to an extended trip of several weeks. It might also be for an overseas trip and involve complicated changes in time and exchanges of currency.

In the absence of the employer, assumes responsibility for making decisions within the secretary's scope of authority. The secretary refers matters on which a decision cannot be made to appropriate individuals within the firm.

Dispenses information to others. The secretary may respond to specific requests for information contained in the files. Some information may be dispensed on a routine or scheduled basis.

Follows through on items needing further attention. The secretary must see that the employer receives requested information. Another duty is to see that the employer meets obligations or commitments made to others.

Keeps tabs on deadlines. The secretary must be prepared to work under the pressure of meeting deadlines and of taking care of numerous responsibilities without the supervision of the employer. The secretary must keep aware of matters in which the boss is involved, so that important details are not overlooked.

Purchases supplies and equipment. The secretary must keep abreast of the latest equipment and supplies. The secretary may have to search for and select office equipment which will improve efficiency. The secretary must also be knowledgeable of new types of supplies, bearing in mind economy and efficiency. The secretary is the key decision maker in the choice of the tools of the trade.

Assists in various research and writing projects. The secretary assists in research and writing by taking notes, preparing rough drafts, and editing. She/he may abstract material from files and other sources, and compile statistical data for reports.

Maintains financial records, writes checks, receives payments. This could include preparing financial statements and/or responsibility for the full bookkeeping cycle.

Handles the personal financial records of the employer. The extent to which the secretary performs this duty depends totally on the executive and on company policy regarding such matters. The secretary to the owner of a large company may perform these duties regularly, while the secretary to a middle-management executive in a large corporation may never have any knowledge of the employer's personal finances.

PERSONAL QUALITIES ARE IMPORTANT, TOO

Most key executives agree that high-level secretarial work now requires more basic intelligence, more formal education, and more initiative than ever before. It is certainly true that a secretary is hired because of the value of professional skills. It is also true that the executive is interested in the total value of the secretary to the office and to the company.

Dr. Lynda Britt Wilms reports that supervisors of beginning secretaries tend to place as much importance on the personal qualities of the employees and their ability to get along with other individuals as they do on their ability to perform their jobs. She states that it is important for beginning office workers to understand the policies and procedures of the company for which they work. They also must understand the content and function of their job and the relationship it has to the rest of the company.

The ability of an executive to stay at the top depends to a large extent on the competence of the secretary. A survey of top executives conducted by Business Management revealed what personal qualities executives look for in a secretary. The secretary should be:

Familiar with the full range of his/her executive's responsibilities and activities, ambitions, and the correlation between performance goals and the company objectives

Capable of handling the executive's business and personal affairs responsibly and expeditiously in his/her absence

Able to coordinate the executive's appointments and schedule them to help keep track of vital dates and meet deadlines
Alert in initiating, handling, and following through on projects without having to be reminded
Courteous, helpful, and thoughtful in dealing with the executive's business associates, visitors, clients, or customers
Prepared to present his/her own suggestions for consideration, such as ways of improving working conditions or developing new procedures
Resourceful in getting through a problem without help from others
Efficient in getting action on papers and projects for which someone is waiting
Able to obtain corporate facts that would be difficult, awkward, or impossible for the executive to obtain
Qualified in the basic secretarial skills and procedures
Calm under pressure; gracious when tension mounts
Loyal and trustworthy with confidential information of both a personal and a business nature
Well read and alert to bring relevant published items to the executive's attention
Willing to learn about the business and customers, to attend classes and seminars, and to participate in management-oriented programs in order to expand her qualifications
Able to summarize information both orally and in writing and to be clear and precise in giving instructions
Willing to work every day until the job is done, including nights or weekends if necessary
Able to delegate routine work that he/she does not have the time to do herself and to supervise its completion
Adept at compiling information for reports, and writing rough drafts

A nationwide survey conducted by the Administrative Management Society revealed that attitudes of beginning office employees are the key to job success. In the same survey unfavorable worker characteristics were listed. Nearly half of the respondents gave top billing to undependability. The student should keep in mind that very often a prospective employer will contact the student's school to check on attendance.

The National Secretaries Association lists the following personal attributes as criteria for selection of secretarial science students:

Ability to develop stenographic-secretarial skills
Interest in the secretarial profession
Demonstration of ambition and initiative
Responsible person
Average or above average skills in reading, writing, and math
Good human relations
Ability to speak correctly
Good grooming habits
Good attendance record
Grade point average of at least "C"

In a nutshell, success and advancement on the job demand better than average intelligence, alertness, good health, versatility, memory, orderliness, accuracy, a stable personality--and the ability to get along with others. Discretion, judgment, and initiative are important for the more responsible secretarial positions. A Secretary's Credo, which follows, is a good summation of the secretary's personal qualities.

A SECRETARY'S CREDO

I BELIEVE THAT...the philosophy of the secretarial profession embodies a foundation of logic and learning, ethnics and integrity, courtesy and understanding, and a desire to be of benefit to others;

...the principal obligation of a secretary is to function as a support to management and to increase the effectiveness of the executive;

...a secretary occupies a position of confidence, trust, and responsibility and accepts this position as a privilege to guard carefully;

...secretarial excellence requires comprehensive educational preparation;

...the maintenance of high standards is essential to the continuing advancement of the secretarial profession;

...the qualifications of a secretary are enhanced by a business-like demeanor and by friendliness, cooperation, good humor, and enthusiasm;

...a secretary should assume responsibility for guiding qualified young people toward secretarial careers;

...a secretarial career is both challenging and rewarding;

SO BELIEVING...I THEREFORE dedicate myself to preserve and to practice these principles and to uphold them at all times with dignity and honor.

Courtesy of
The National Secretaries Association
International

THE SECRETARY'S EDUCATION AND SKILLS

There is no one approved method of preparing for a secretarial career. Training in the office skills--shorthand, typing, secretarial procedures, and English usage--is only the beginning. A high school education with skill in shorthand and typing and knowledge of English essentials is the minimum requirement. Many employers require graduation from a secretarial school, and some require a two- or four-year college education. Some employers will hire only those people who have several years of secretarial experience and many employers select their secretaries by promotion from within the company.

High School. The average high school graduate will not be able to secure a bona fide secretarial position as the first job. The secretary will generally enter the field as a typist or stenographer and proceed up the job ladder with additional training or experience. Secretaries whose formal education ends with high school may limit their opportunities for advancement, although there are exceptions.

Business School or Junior College. Most private business schools offer one- and two-year courses. A good one-year course covers all the essentials of secretarial preparation. The two-year program offers additional courses, such as psychology and economics, which cannot be offered in a one-year program. A one-year program would prepare the student for an entry-level position of stenographer or junior secretary, depending upon the level of skill development. The graduate of the two-year program would most likely start as a junior secretary or secretary.

Many junior colleges offer special two-year secretarial science programs. These programs combine the development of secretarial skills with liberal arts courses, including humanities and social studies. The entry-level job expectations of the junior college graduate would be similar to the graduate of a two-year business school.

Information on junior colleges and/or business schools can be obtained by consulting American Junior Colleges, published by the American Council on Education; Barron's Guide to the Two-Year Colleges; and Lovejoy's Career and Vocational School Guide. A directory listing accredited schools and colleges can be obtained from the Association of Independent Colleges and Schools, 1730 M Street, Northwest, Suite 401, Washington, D.C. 20036.

Senior College. Many four-year liberal arts colleges combine liberal arts, business, and secretarial science courses. A secretarial student would probably take English, a foreign language or two, economics, government, psychology, and electives from a variety of fields, in addition to shorthand, typewriting, accounting, office management, business organization, business law, and courses in the use of various office machines and procedures. The entry-level job expectation for the four-year college graduate would be as a secretary, although some may start as executive secretaries.

Students interested in obtaining training on a senior college level should consult Lovejoy's College Guide under the headings "secretarial studies" and "executive secretary."

As employers search for people who are up to date and well informed, education becomes a continuum throughout one's professional life. The broader the secretary's educational background, the better. With the current upgrading of secretarial positions, a college education is becoming increasingly important. Many of the best positions go to those who have completed secretarial or business administration programs in a junior college, community college, business college, or four-year college.

Opportunities for high-level secretarial jobs and for promotion come most often to those who have combined a broad general education with professional business courses. Through the study of humanities and our cultural heritage, a secretary gains insight into how to converse and work more intelligently with all types of people, which is an asset in all work as well as social situations. Social science courses help a secretary to understand herself/himself as well as associates. In addition, they provide the secretary with an understanding of current events in both private and business lives. An exposure to the sciences allows the secretary to understand and appreciate the phenomenal world around her/him and to better understand modern technological developments, some of which will influence the future.

Shorthand Skill. The secretary who can take shorthand at approximately 120 words per minute for three minutes can handle the dictation of 95 percent of all businessmen. If personal skill is at the 100 words per minute level, the secretary can take the dictation of approximately 75 percent of all dictators. A speed of 80 words per minute would qualify the secretary to take the dictation of only 40 percent of all employers or executives. If the speed is a lofty 140 words per minute, the secretary can take the dictation of virtually anyone.

It is therefore obvious that the more shorthand speed one has, the greater the number of secretarial positions open to that individual.

Students who have an average or better overall scholastic record and who are adept with English usage and composition should have no hesitancy in undertaking shorthand.

The time needed for students to learn the shorthand symbols and to develop speed depends somewhat on the shorthand system used. There are many different systems--alphabet, symbol, machine--and with some more speed is possible. Employers seldom have strong preferences about which system the secretary uses, but they usually regard the rate of speed as important.

An office skills survey by David L. Clemer revealed entry-level shorthand requirements of 200 businesses. The applicant with a shorthand speed of 60 to 80 words per minute qualified for 38 percent of the entry-level positions. In the 80 to 100 words per minute range, 70 percent and 100 to 120, 76 percent.

Although some entry-level positions require a shorthand skill, in many cases the secretary finds the skill is not used once on the job. It could be, however, a consideration for promotion later on.

Some secretarial positions do not require shorthand but rely solely on dictation equipment. Dictating machines may be particularly advantageous if a secretary is responsible for the correspondence of numerous people.

The secretary's training should include some exposure to machine transcription. There are specific techniques to be utilized in the proper operation of these units. Learning to operate them takes far less time than does learning to write shorthand. A combination of shorthand and machine transcription is extremely beneficial in the secretary's position.

Typing Skill. To qualify for most positions, secretaries must be able to type at 40 or more words per minute. Some firms ask beginning secretaries to type at 50 words per minute, while a few set the requirement at speeds up to 80 words per minute. A majority of companies surveyed by Clemer expect that a beginning office worker should type between 46 and 60 words per minute, however, 60 words per minute would meet the typewriting speed requirement of 93 percent of the responding organizations.

The U.S. Department of Labor statistics show the following average entry-level typing speeds acceptable to many employers:

Beginning stenographer	40-50 words per minute
Beginning secretary	50-60 words per minute

Business English and Reading

Obviously, the secretary's skills should include a good background in business English and business letter writing. The English language offers a challenge to the secretary.

Good courses in basic English or in report writing are invaluable. Sometimes, in the educational process, literature has been stressed and the student develops a writing style inappropriate to effective business communication. In the business world, messages must be constructed briefly and to the point.

Reading is also an important skill. The secretary must be able to interpret the message that the boss is trying to communicate and sometimes clarify it so that the reader receives a clear, concise message. Reading rate is important as the secretary types. Fast readers are usually fast typists. The secretary must read for continuity and clarity while typing. Of course, proofreading is absolutely essential to meaningful correspondence--proofreading for typing errors, spelling errors, errors in grammar, errors in statements made.

Other Courses

In addition to the basic skill courses, secretaries frequently take courses in the following areas (in order of importance):

Business mathematics
Accounting
Business organization and management
Business machines
Business Law
Dictating and transcribing machines
Filing
Executive secretary training
Legal secretary training
Medical secretary training
Bilingual secretary training

The following courses will also be of benefit to the prospective secretary:

Human relations
Personnel management
Business English
Effective writing
Public speaking
Orientation about job opportunities and interviews.

Summary

A career as a secretary requires not only a preparation in business skills but also an acquisition of general background information and administrative capacity. Business skills refer to particular techniques which have to be mastered in order to achieve competence in basic secretarial work (shorthand, typing, business English). General background refers to knowledge acquired in liberal arts courses as well as those in the general area of business studies. Administrative capacity points to ability to grasp relationships among the office procedures, activities, and human relations in the business environment. It also involves the problem-solving techniques to be used by the secretary. The employer has a right to expect competence in all these areas.

THE SECRETARY'S PERSONAL LIFE

The secretary's career is easily adaptable to the different stages of one's personal life. For females, the trend has been to work a few years after completing her education, marry, and leave the office to raise a family, returning to work after her children have reached school age or are grown. Many secretaries do not enter the profession until their children are ready for school.

U.S. Department of Labor reports clearly indicate that the average American girl of 20 will work 40 years if she does not marry, 30 years if she marries but does not have children, and 20 to 25 years if she marries and rears a family.

A recent report made by a Special Presidential Commission on Manpower points out that for a working girl of 18 chances are fifty-fifty that she will be employed as many as 25 years.

Age does not appear to be a factor in getting a job. A study of 124 secretaries in the New York metropolitan area revealed that they ranged in age from 18 to 50 and over sixty-one percent were 40 and over, and 34 percent were between the ages of 20 and 39. The remaining 5 percent were 18 and 19 years of age.

Approximately 35 percent were in their current position more than five years, and more than 42 percent were with the same firm six or more years. More than 50 percent planned to remain on the job more than ten years. Eighty percent of those 50 years old and over expected to work until close to retirement age.

An increasing number of women are successfully combining dual roles of career secretaries and homemakers. Of the 22 million women who work in the United States, almost half are married. Approximately 25 percent of those who are married and working are employed in the secretarial field.

Married women work for many reasons. During the first years of marriage, a second paycheck helps to buy those little extras that boost a family's standard of living. Sometimes the second paycheck is needed to provide necessities. Although the arrival of children takes most married women out of the work force, many return when their children are 6 to 17 years of age. They then frequently use their salaries to build a special fund for their children's higher education.

There are incentives other than the paycheck for working wives or mothers. Educated women tend to find personal satisfaction in employment, and they return to work in substantial numbers even when their husbands earn a high salary. Married women feel more alert mentally when they become part of the business scene.

For the married secretary, the problem of holding a dual job--home and office--may be one of conserving enough energy from the day to cook the meals and take care of household chores in the evening. She must carefully budget her time and energy in order to be successful at both jobs.

Most married secretaries find that their secretarial training is a valuable resource in coping with unpredictable events. If a change in a husband's work location takes a couple to a different city, a secretary can relocate without difficulty and without retraining. If she suddenly finds herself as the sole support of her family because of divorce or the death of her husband, she has a profession to which she can return quickly. The student will naturally be thinking about her future, and if she marries, about her family's future. She will quickly realize that it is good common sense to be able to support herself in any eventuality.

THE SECRETARY'S OFFICE LIFE

The focal point of a business organization is the office. The secretary usually works within this "office world." It is, in fact, a home away from home.

When a company's operations are limited, its office and office staff are proportionately small. One or two employees may be enough to perform the whole range of office activities. The secretary's office social contacts in such an office may be limited to business visitors only.

In large companies, however, the secretary is certain to meet many inidividuals who work in varied capacities throughout the organization. The secretary is likely to have a multitude of "business friends" and to enjoy the camaraderie of fellow employees. Some of these business friendships may eventually turn into close personal friendships.

Secretaries generally work in comfortable, pleasant offices. They may have their own private office or share an office with other employees. The modern office is usually well-lighted, clean, attractively furnished, and air conditioned. It often has a pleasant lounge area where the secretary can relax for a few minutes during a hectic day. However, a secretary at the field office of a construction site would not enjoy the same surroundings as the secretary in the elegant and plush executive office.

The number of hours the secretary spends in the "office world" are closely related to the hours kept by management.

Hours do vary somewhat geographically. The normal week for secretaries ranges from 35 to 40 hours, five days a week.

Some secretaries work irregular hours all the time, some work overtime frequently, some work more than five days, and some fewer than five days a week. The hour their working day begins, the length of their working day, and the regulations concerning lunch and coffee breaks depend on individual company policy.

A secretary may occasionally be required to work longer than the normal work day of the rest of the office because of deadlines that must be met. These hours are usually compensated for in overtime pay at a premium rate or in compensatory time off. The professional secretary knows that these situations are part of the job.

According to the U.S. Department of Labor, average working hours for secretaries are slightly lower in northeastern cities--38.5 hours. The 35-hour work week is also most prevalent in that region of the country. New York City has the shortest average work week. There, the 40-hour week is almost nonexistent.

Very often the large company has a social organization. This organization is concerned with employee morale and its activities might include bowling or softball teams, theater parties, trips to local and far-away places of interest, trips to major sporting events, shopping trips, banquets and parties, photography contests, and publication of an employee newspaper.

Actually, many other activities might be included. Often these social organizations are subsidized by company funds to make the activities less expensive for the employees.

SALARY WITH A FRINGE

According to the 1973-74 Annual Survey of the Administrative Management Society, the national average income for junior secretaries was $137 a week, while senior secretaries averaged $159 a week, and stenographers average $121 a week. For the eastern part of the United States, average weekly salaries were as follows:

Senior secretary	$164
Junior secretary	$142
Stenographer	$123

Bear in mind that these are averages. A career-minded secretary who is alert, enthusiastic, and ambitious can command a higher salary. Likewise, the beginner should not expect to start at the average salary ranges.

In metropolitan areas, the beginning secretary can expect a salary of approximately $125 a week. In the northeast section of the country, the average starting salary is about $115 a week.

Earnings vary by type, size, and geographical location of the employing company, as well as by the type of position. They also vary from business to business. A number of surveys show that secretarial salaries have been increasing from 5 to 7 percent annually in recent years.

Secretaries now shop the job market not only for salary but for fringe benefits as well. Fringe benefits can add 25 or 30 percent or more to the actual salary. Secretaries can expect to receive some or all of the following benefits.

The employer can be expected to pay all or part of the premiums for group life insurance. All employees are usually eligible, and rates are lower than for individual insurance policies. However, the policy in most cases terminates when the employee leaves the company. Some policies are convertible to private coverage.

Hospitalization insurance generally covers all the members of an employee's immediate family as well as the employee. Many companies pay the full cost.

Paid vacations can be expected--generally two weeks each year after the first year of employment, up to four or five weeks, depending on total length of employment and company policy. Many organizations give three or more weeks paid vacation after ten or more years of service. The Federal Government gives 13 days per year during the first three years of service, 20 days during the next 12 years, and 27 days in all subsequent years.

In recent times pension plans have become very extensive. Sometimes a company purchases an annuity for an employee or sets aside funds from which to make pension payments at retirement. Often both the employer and employee contribute.

Sick leave with full pay can be expected by the secretary. The number of days varies from company to company. The usual allowance is about 10 to 15 days per year. In some organizations unused sick leave can be accumulated over the years, providing for an extended absence in the event of a major illness.

Liberal maternity benefits are now being offered by many employers, allowing the new mother time off with or without pay at the time of her baby's arrival.

Paid holidays vary according to company and location, but the secretary can generally expect from 6 to 10 days.

A stock purchase plan allows the employee to buy company stock by deducting a specific amount from the employee's salary for the purchase of company stock. Some companies match the contributions of employees.

Some companies give bonuses at the end of the profitable years or on a regular basis. This amount can sometimes be substantial. The bonuses may be in the form of cash or company stock.

Educational benefits may be provided in the form of tuition for college courses, in-service training programs, or college tuition reimbursement for dependents.

Personal days, whereby the employee is given time off with pay to attend to personal business. This may be a set number of days allowed per year or may vary depending upon the circumstances of the individual. One New Jersey company even gives time off with pay as a sort of wedding present to the bride or groom before or after the individual's wedding.

A credit union is also a valuable fringe benefit, partiularly for young people who often need to borrow money to buy a first car or to set up housekeeping.

Some companies offer employee discounts on the products they manufacture or sell. This might be particularly enticing to the young lady who becomes a secretary in a department store or clothing emporium!

Other miscellaneous benefits are low-cost cafeteria meals, recreational programs, and cost-of-living salary adjustments.

FEMALE CHAUVINISTS, BEWARE

Approximately 5 percent of the secretaries in the United States are men. They are preferred for many secretarial and stenographic jobs, especially in the petroleum, mining, transportation, construction, and heavy equipment industries--and by employers who travel a great deal. Political, sports, theatrical, and other types of celebrities often prefer to hire male secretaries.

Men are sometimes preferred to women in office jobs that offer the best promotional opportunities. One of the reasons for this is that many women do not consider themselves "career women." If this trend continues, men should find more job opportunities in the secretarial field.

Male secretaries have played a prominent part in the history of the United States. Successful businessmen who started out as secretaries include the heads of banks, railroads, oil companies, chemical companies, motion picture companies, and several vice presidents of the New York Stock Exchange.

It is estimated that over 100,000 male secretaries are currently employed, and this number will continue to grow rapidly. The male secretary usually works for a top executive and has an opportunity to develop knowledge of top management policies and practices.

A male secretary's role is often as a confidential assistant. Specific duties depend largely upon the establisment in which he works and the amount of responsibility delegated to him. In one company, he may perform the duties of an administrative assistant, working closely with his supervisor in carrying out tasks that require consultation and decisions. In another, he may perform minor administrative tasks and clerical duties to relieve junior executives and other company officials of routine jobs. The tasks which the male secretary performs would be similar to those performed by his female counterpart. They would depend upon the type of position and level of experience to a great extent.

In addition to other duties, some male secretaries who work for celebrities or prominent sports, political, or religious figures must frequently protect their employers from admiring fans, curious onlookers, autograph hounds, the press, etc.

The work of a male secretary should not be considered routine or monotonous. He may often work under pressure and, when accompanying his employer on business trips, is frequently required to work in an airplane, train, automobile, hotel room, or a crowded convention hall. Travel to foreign countries is not unusual, depending upon the nature of the employing organization.

The male secretary usually comes into contact with a variety of personalities every day. These may include members of the clerical staff, executives within the organization, representatives of other businesses, salesmen, news reporters, and individuals with varied backgrounds and interests.

As with the female secretary, the male secretary's success depends largely upon his ability to get along well with people, his proficiency in the skill aspects of his work, his knowledge of the business in which he is employed, his amount of dedication to the job, and his general organizational and business aptitude.

Most employers say that the traits they look for most in their male secretaries are dignity of manner, accuracy in the use of numbers and language, reliability in handling confidential information, and a neat personal appearance. A pleasant speaking voice, a command of the English language, high general intelligence, dependability, initiative, judgment, integrity, tact, courtesy, and pleasantness are other desirable personal characteristics. A good memory is valuable in dealing with regular visitors or in supplying an employer with information at a moment's notice.

The minimum education requirement usually is business school after graduation from high school. The aspiring male secretary should consider an academic program in high school with courses in science, language, mathematics, and social studies. The current trend is for employers to seek applicants who have completed junior or senior college programs in business and related subjects. Some employers prefer to hire young men with four-year liberal arts degrees who have typing and shorthand ability. Training in a senior college or junior college not only gives opportunity for developing culturally and to secure the technical skills for the job, in courses such as business law, business finance, foreign language, marketing, office planning, office services, and others. This type of training gives the advantage of a broad educational backgroung as well as courses in a field of specialization.

Business schools offer good preparation for the male secretary. They permit him to gain competence in typing and shorthand and to acquire a broader background in courses such as economics, bookkeeping, office management, psychology, and related subjects.

The salary range for a male secretary would be comparable to that of the female secretary. Some well qualified and experienced male secretaries earn up to $13,000 a year or more. The type and location of the business, number of years with the company, and the skills and responsibilities of the male secretary are all factors which determine his earnings.

According to the Administrative Management Society, the majority of male secretaries work a 40-hour week. However, the workdays and work-weeks for some may be irregular and long, especially if extensive travel is involved.

Generally, well-qualified and well-trained male secretaries have good opportunities for advancement because they are likely to stay with their companies. Some advance to junior executive positions with their present employers or with other firms.

This is definitely an area of employment that more men should consider. Why are there not many male secretaries? One reason could be the word or title secretary itself. It does connote femininity and repels a lot of men who are well qualified. Call the position an administrative assistant and we might have more takers.

PROFESSIONAL ORGANIZATIONS FOR THE SECRETARY

Thousands of career secretaries belong to professional associations. In recent years, many business firms have paid membership fees for their secretaries. Many have also paid the expenses of secretaries who attend professional seminars, meetings, and conventions.

These organizations are not unions. Although they may endorse legislative activities of benefit to secretaries, they do not engage in partisan politics. They are also nonsectarian.

Many fine organizations are dedicated to the advancement of specialized secretarial fields. Some of the professional organizations in which the secretary would most likely be interested are described here.

The National Secretaries Association (International)

The National Secretaries Association (International) is the world's leading organization for secretaries. It is the spokesman for the secretarial profession and the forecaster of changing directions, trends, and requirements that influence office procedures and practices. The aims of NSA are to elevate secretarial standards and to offer opportunities for professional and personal growth and development.

To be eligible for membership in NSA one must have at least two years of secretarial experience. An applicant must be actively employed as a secretary. Provisional membership is provided for those without two years of secretarial experience.

Major projects of the NSA include the Certified Professional Secretary program, the Future Secretaries Association, the NSA Home Trust Fund (to operate a retirement center for secretaries in Albuquerque, New Mexico), the NSA Research and Educational Foundation, group insurance plans, and various publications. In addition, NSA sponsors many professional courses at colleges and universities. It has developed an in-service training program, which is also used in schools offering business education training.

NSA, in cooperation with the U.S. Department of Commerce, in 1952 originated Secretaries Week, which is the last full week in April. Wednesday of that week is highlighted as Secretaries Day. The purpose of the observance is to acknowledge the contributions of all secretaries to the vital roles of business, industry, education, government, and the professions. The involvement of all secretaries in this observance re-emphasizes the importance of continued loyalty of secretaries to their employers and their responsibility to the profession.

During Secretaries Week, chapters of NSA sponsor special educational activities, such as seminars, workshops, and educational forums. Additional recognition is gained for the secretarial profession during this week through public appearances of NSA members at meetings of civic, educational, and professional groups.

National Association of Educational Secretaries

The National Association of Educational Secretaries is the only national professional organization for educational office personnel in the United States. It is an affiliate of the National Education Association.

NAES strives to upgrade the standards of the profession through a continuing academic program, publications, and public information. It is dedicated to professional growth and recognition of educational office personnel as members of the management team. It recognizes the unique role of the educational office employee and the importance of the secretary's contribution.

The organization offers educational conferences including an annual institute in conjunction with a university, a fall and spring regional conference, and a national conference each year. In addition, job-related guides are available to assist the educational secretary in gaining essential knowledge and "know-how" in the field.

Members are entitled to the use of the NAES information service on legislation, educational statistics, salary surveys, and general information of interest to the profession.

National Registry of Medical Secretaries

The National Registry of Medical Secretaries is a specialized secretarial organization concerned with the business aspects of the medical office. The purpose of the organization is to advance the status of the medical secretary.

Medical secretaries who are now or have been employed in a medical or dental office, hospital, medical department of an organization, or other allied institutions are eligible for membership.

Through its Educational Division, the Registry offers to its members home study advancement courses at no charge. The courses are designed to give the medical secretary additional background about the medical office and to aid in understanding what he/she is doing when called upon to assist the employer. They are not intended to take the place of courses offered by schools and colleges.

The courses include anatomy, physiology, pathology, medical office assisting, case history recording, psychology, medical terminology, physical therapy procedures, X-ray procedures, clinical laboratory procedures, medical office law, hygiene, public health, and medical office first aid.

Members receive a copy of the booklet "Handi-Book for Medical Secretaries" and other publications.

American Association of Medical Assistants

The American Association of Medical Assistants is a professional association for secretaries, bookkeepers, nurses, technicians or receptionists in physicians' offices or other medical facilities. To belong, one must be employed or supervised by a licensed physician on either a full-time or part-time basis, or be a medical assisting instructor or student. The AAMA is patterned along the lines of medical societies; that is, local county societies are members of the state society; the state society is a member of the national association.

In addition to membership services, AAMA programs include (1) a certification program for medical assistants who demonstrate a high level of competency, and (2) a collaborative arrangement with the American Medical Association Council on Medical Education to accredit educational programs for medical assisting. Accreditation is available to junior and community colleges, senior colleges and universities, vocational and technical schools, private business schools, and military-based schools. Other benefits or membership are loan and scholarship programs, group insurance, study programs, and publications.

The AAMA holds an annual convention attended by members from all over the country. The program consists of scientific lectures, practical seminars, commercial exhibits, and various social affairs.

Members can participate in organized educational activities--study groups, field trips, continuing education programs, and workshops.

National Association of Legal Secretaries

The purpose of the National Association of Legal Secretaries is to be of service to legal secretaries, to attorneys, to the courts, and to the general public. It presents opportunities for further education for those engaged in legal secretarial work in cooperation with attorneys, judges, and bar associations and stimulates a high order of professional standards and ethics. Its most prominent objective is to unite all persons employed in legal secretarial work so that ideas may be exchanged and knowledge increased.

To qualify for membership, one must be employed as a legal assistant, legal secretary, stenographer, typist, or clerk in any law office, or be employed in the courts, the trust departments of banks, trust companies, or in any public or private institution directly engaged in work of a legal nature. Prospective members must be employed at the time of application. Some chapters require specific experience qualifications.

NALS awards scholarships annually to worthy students who are prospective legal secretaries. These awards are based on merit, ability, and financial need. Many individual chapters also award scholarships.

NALS offers an official Course for Legal Secretaries, which is part of the curriculum of many business schools and colleges. It not only affords an opportunity for the student to become familiarized with legal terms, forms, and procedures used in a law office, but it is a valuable review course for legal secretaries.

NALS observes a Day in Court annually. Legal secretaries, court reporters, and students in this field tour the courthouse, attend trials, and are briefed by judges, attorneys, and courthouse personnel on court and governmental procedures. This opportunity helps the secretary to obtain increased interest, efficiency, and understanding of the law.

In 1973 the NALS opened a special Section for Legal Assistants. This group is the first nationwide organization for legal paraprofessionals. Until official standards for being a legal assistant are set by the American Bar Association, membership will be granted to persons who have completed an approved training course for legal assistants or to persons with six months or more of legal assistant experience as certified by the employer.

Seraphic Secretaries of America

In New York City there is an exclusive club for top secretaries call the Seraphics. Secretaries to prominent and successful executives belong. Most of its members earn above $12,000 a year.

Further Information

For more information on professional organizations for the secretary, write to:

Alpha Pi Epsilon
National Secretarial Honorary Fraternity
855 North Vermont Avenue
Los Angeles, CA 90029

American Association of Medical Assistants
One East Wacher Drive, Suite 1510
Chicago, IL 60601

Association of Desk and Derrick Clubs
of North America
411 Thompson Building
Tulsa, OK 74103

National Association of Civic Secretaries
c/o Civic Searchlight, Inc.
1320 Dime Building
Detroit, MI 48226

National Association of Educational Secretaries
1801 North Moore Street
Arlington, VA 22209

National Association of Legal Secretaries
3005 East Skelly Drive, Suite 120
Tulsa, OK 74105

National Collegiate Association for Secretaries
c/o Dr. Ronald D. Johnson
College of Business Administration
Sam Houston State University
Huntsville, TX 77340

National Registry of Medical Secretaries
1108 Beacon Street
Newton, MA 02161

The National Secretaries Association (International)
2440 Pershing Road, Suite G-10
Kansas City, MO 64108

National Shorthand Reporters Association
2361 South Jefferson Street, Suite 608
Davis Highway
Arlington, VA 22202

Seraphic Secretaries of America
230 Park Avenue
New York, NY 10017

STUDENT ORGANIZATION

Just as the secretary is aided by professional organizations, there are student organizations to aid the prospective secretary in developing proper attitudes, goals, skills, and understandings of the world of work.

Future Secretaries Association

The Future Secretaries Association is directed by The National Secretaries Association (International). Through the guidance of experienced secretaries, FSA stimulates interest in the secretarial profession, develops a better understanding of secretarial responsibilities, and provides the basics necessary to the preparation of future professional secretaries.

Students enrolled for a minimum of one year in a secretarial course of study in public or private high schools or accredited junior or business colleges are eligible for membership.

Membership in the FSA offers many advantages to business students, including the affiliation with the world's largest secretarial association. This affiliation has reciprocal benefits for it enables experienced secretaries to play a more positive and active role in the professional development of those who will soon be joining them in the business world.

Association of Legal Students

The National Association of Legal Secretaries sponsors the Association of Legal Students. It is open to students interested in careers in the legal field. ALS chapters are sponsored by local chapters of NALS through high schools, junior colleges, and universities. Advisors are appointed to act as liaison between the student association and the legal community in developing programs geared to acquaint members with the law office. Some of the suggested programs are visiting the area courthouse, inspecting large and small law offices and law libraries, learning about the jury system, becoming familiar with legal forms and legal terminology, and learning what is expected of the various employees in the law office (legal secretaries, legal assistants, law office administrators, and attorneys).

National Collegiate Association for Secretaries

The National Collegiate Association for Secretaries is a national professional undergraduate organization. It is a small but growing organization and chapters can be established in community colleges, junior colleges, and at colleges offering four-year secretarial or business teacher education programs.

PROFESSIONAL CERTIFICATION

Why certification? All professions have some type of certification that identifies outstanding achievement for members of that profession. Certification for the secretary serves as the hallmark of excellence in the profession. The secretary who aspires to grow professionally has certification as a motivating force and a goal. Taking a certification examination should be part of the educational program of all professional secretaries.

Certification programs in various areas of secretarial specialization are offered. The most well known are described here.

Certified Professional Secretary

A Certified Professional Secretary is a person who has successfully completed an examination developed and administered by the Institute for Certifying Secretaries, a department of the National Secretaries Association, and who has met certain educational and experience requirements.

Certification is earned by passing a two-day, twelve-hour examination. Almost 7,000 secretaries are now entitled to use the initials CPS after their name. This number is expected to increase to 15,000 by 1980.

To a secretary, the CPS designation is comparable in status to the CPA designation for an accountant or to passing the bar examination for an attorney, even though state legal jurisdiction is not involved. The certification is widely recognized and respected by management.

The CPS program is open to men and women. The applicant need not be a member of the National Secretaries Association and does not have to be employed as a secretary at the time of application for the examination.

The applicant must meet one of the following educational and experience requirements:

Education	Experience
High school graduate or equivalent	3 years
Two-year college graduate	2 years
Four-year college graduate	1 year

Graduates of two- and four-year post-secondary schools may take the CPS examination before meeting the secretarial experience requirement. They do not receive full certification, however, until they have fulfilled the experience requirement.

The examination is divided into six parts. The six parts are:

Environmental relationships. Deals with the principles of human relations and understanding self, peers, subordinates, and superiors. Focuses on problem-solving techniques, essentials of supervision, and leadership styles.

Business and public policy. Deals with knowledge of the major elements of business law involved in the secretary's daily work. Public policy in the form of government regulatory legislation is also examined.

Economics of management. Three subject areas are included: applied economics, principles of management, and elements of business operation. The management of personnel, finances, production, and marketing is also examined.

Financial analysis and the mathematics of business. This section tests basic accounting procedures and requires analysis and interpretation of financial reports and statistical data.

Communications and decision making. An in-basket exercise requiring the candidate to establish priorities, describe actions to be taken, and specify how jobs are to be completed.

Office procedures. This part tests the administrative "know-how" of the secretary. It concerns the basic concepts of current secretarial procedures and office and records management. The fundamentals of business data processing are also examined.

Professional Legal Secretary

The National Association of Legal Secretaries offers the secretary the opportunity to become a Professional Legal Secretary. The PLS examination is a comprehensive two-day examination which covers all phases of legal work. It measures the knowledge, skills, and techniques necessary to qualify for a position in any law office in the country, large or small.

Many legal secretaries have accepted the challenge of professional accomplishment and have increased their knowledge and efficiency by attaining the PLS rating. Members of the NALS who have five years of experience as a legal secretary and who meet the other requirements of the Board for the Professional Legal Secretary may take the examination. It is composed of six parts:

Written communication. Covers word usage, grammar, punctuation, capitalization, spelling, composition and expression.

Human relations. Includes problem situations involving contacts with employers, clients, the public, co-workers, and subordinates.

Legal secretarial procedures. Includes incoming and outgoing mail, telephone and telegraph service, selection of office supplies and equipment, sources of information, and matters requiring action.

Legal secretarial accounting. Covers general banking and financial activities, accounting theory and terminology, and principles of accounting relating to a professional office.

Legal terminology and techniques. Includes most-used legal terms, legal bibliography, and basic information about preparing legal documents.

Legal secretarial skills and exercise of judgment. Includes dictation and typing of legal instruments, and subjective examination of decision-making ability.

Professional Standards Program (NAES)

One of the most outstanding services of the National Association of Educational Secretaries is the Professional Standards Program. This is a diversified incentive program with progressive steps to enable members to continue their professional growth. Achievement is recognized by certificates issued to members who meet required educational objectives, acquire stated levels of experience, and participate in professional activities.

An educational secretary may file an application for admission to the PSP in the first year of membership in NAES. However, three years of consecutive membership must have been completed before the first certificate is awarded.

There are five certificate levels, depending on education, experience, and professional activities. The levels are basic, associate, advanced, professional, and master.

Education requirements vary from competence in three areas of knowledge, or thirty semester hours of college credit, for the basic certificate to the attainment of a master's degree for the master certificate. Graduation from high school or the equivalent is considered the requirement for admission to the program.

Certified Medical Assistant

Through the American Association of Medical Assistants it is possible to become a Certified Medical Assistant, Clinical, or a Certified Medical Assistant, Administrative, or both.

The one-day examination is given each year and includes the following areas:

Clinical. Medical terminology, basic anatomy and physiology, psychology, and medical law and ethics.

Administrative. Oral and written communications, bookkeeping and insurance, and administrative procedures.

In 1974, the first specialty certification examination was administered in pediatrics. The need for additional specialty examinations has become apparent and two additional specialty examinations will be offered in 1975.

The medical secretary does not have to take formal courses to prepare for the examination. The individual who finds that previous education and experience have not provided adequate background for taking the examination may take formal courses in each of the areas in which examinations are planned. Many local AAMA chapters sponsor informal study groups or review classes geared to preparation for the examination.

WHERE DO SECRETARIES WORK?

Secretaries are found everywhere--in royal palaces, at archaeological dig sites, in business offices, aboard planes and ships, in homes, on movie sets, in research laboratories, at race tracks, in fashion houses--well, the possibilities are limitless. The world is permeated with them. See if you can add a few places to the list!

The secretary, therefore, can very often combine lifelong personal desires, ambitions, and dreams with a career. For the secretary who wishes to travel, the armed services, the United States Department of State, or working for a travel agency offer this opportunity. Transportation companies, such as the airlines and railroads, offer free passes or reduced fare rates to employees. In order to utilize valuable time spent in traveling, some employers who travel extensively may require that their secretary accompany them.

A secretary who wants to get away from the hometown scene might decide to take a job with the government in the state capitol or in Washington, D.C. Such a secretary often shares an apartment with one or more people. A growing number of young people in our mobile society are seeking career opportunities in the area of their college, in distant states, or in foreign countries. If a secretary does work for a large company which has overseas interests--such as an oil company--many opportunities exist for a change of assignment to an overseas job of limited duration.

Secretaries are fortunate in that they can seek employment in areas which they personally enjoy. The secretary who enjoys social affairs and parties might search for a job that will be social in nature. A person who enjoys working with people who are intellectual might choose an educationally oriented place to work--perhaps a publishing company, a bookstore, a school, or a college. An aspiring model might do well to practice secretarial skills in the offices of a model agency where contacts can be made leading to a modeling job, just as an aspiring actor or actress might accept a secretarial position in the office of a theatrical agency in order to make the contacts necessary to start an acting career.

Because secretaries are in demand everywhere, there is no reason why a secretary cannot enter a field that appeals to various interests. Too many young secretaries never think of this. Instead, they take the first job that comes along, only to find themselves bored or unhappy. Unfortunately, they just didn't take the time beforehand to ask themselves where they would most enjoy working.

Secretaries work for board chairmen, presidents and vice presidents, partners and owners, controllers and general managers, department heads and supervisors, salesmen and purchasing agents, deans and principals. They also work for celebrities, politicians, clergymen, writers, and judges. Some are employed by individuals as personal or social secretaries.

Each area has its distinctive characteristics. Each recruits people with specific aptitudes and abilities. The secretary has an opportunity to match special interests and abilities. The secretary can determine whether the knowledge of a language, a flair for writing, a facility with math, or empathy for people might be meaningful in a given segment of the business world.

Can you imagine any other occupation that is called for in every phase of the working world?

WHAT ABOUT CIVIL SERVICE?

Perhaps the future secretary would enjoy a job with a government official. In addition to civil service employment opportunities in state and local governments, federal civil service has endless possibilities.

The civil service secretary may work in some branch of the government, for one of the armed services, the FBI, for a senator or a congressman, or one of the many departments or bureaus. The positions are often attractive and some are even overseas. And, of course, civil service offers job security, too.

Before being eligible for a secretarial position in the federal service, the beginner must work as a stenographer at either the GS-3 or GS-4 rating. To qualify as a stenographer, one must pass a shorthand examination (dictated at 80 words a minute) and a typing test (with a minimum speed of 40 words a minute). In addition, each applicant is given a 45-minute general aptitude test covering English, spelling, and current information; a five-minute alphabetizing test; and a test on computations.

High school graduation itself will quality an applicant for a GS-3 rating. Eligibility for the GS-4 rating is achieved with higher scores on all the GS-3 tests plus a year's stenographic or secretarial experience or one year of successful schooling beyond high school. Those with bachelor's degrees are generally eligible for positions in grades GS-5, GS-6, or GS-7, depending upon their college background. Only secretaries to high-ranking government executives are eligible for GS-5, GS-6, or GS-7 ratings.

In 1974, the following annual starting salaries were in effect:

GS-3	$6,408	($123 per week)
GS-4	$7,198	($138 per week)
GS-5	$8,055	($155 per week)
GS-7	$9,969	($192 per week)

In general, federal employees are entitled to such benefits as liberal paid vacations, liberal sick leave with pay, and excellent retirement coverage. They are eligible for life insurance and health benefits partially financed by the government.

The Civil Service Commission also offers federal employment information through a nationwide network of federal job information centers. At the centers, information specialists distribute job announcements, application forms, and pamphlets. In New Jersey, the federal job information center is located in the Federal Building, 970 Broad Street, Newark, New Jersey 07102. For locations in other states, one can obtain information from the United States Civil Service Commission, Washington, D.C.

The opportunities for well-qualified typists and stenographers are very favorable. Demand for GS-3 stenographers continues to be steady, and there is also a need for persons with the extra qualifications required for the GS-4 rating.

Vacancies constantly occur as employees are promoted to higher grade positions, transfer to other jobs, or leave for personal reasons. Career development and promotion programs make these positions a good training ground and an avenue of promotion to higher grade secretarial positions, such as administrative assistant and similar job titles.

An overseas job with the federal government can also be arranged through the Civil Service Commission. And what secretary wouldn't be excited about the possibility of being a secretary to an ambassador or being attached to an embassy in a foreign country?

Current needs of governmental agencies with overseas jobs to fill are generally limited to highly qualified personnel. Normally, there is a sufficient local labor market to fill these positions. If not, they are filled in most cases by transferring career government employees. When career employees are not available, these vacancies are filled through the regular competitive examination process.

The minimum age for overseas appointments is generally 21. Applicants are expected to pass rigid physical examinations. Individuals selected for overseas employment generally are required to sign an agreement for a definite period of service, say for 24 or 36 months.

LANDING THE JOB

Finding the right job requires planning, preparation, and patience. However, a good job is always available for a capable secretary.

After the secretary has decided upon a secretarial specialization, the type of office in which to work, and the size of organization that seems best, he/she is ready to focus in on the procedures that can help get the desired position.

The employment interview provides an opportunity to sell the service that a secretary is able to perform. The wise interviewee prepares for the interview by anticipating the types of information that will interest the interviewer.

The applicant must know how to prepare a letter of application and a resumé or data sheet, as well as an application form. It is imperative that typographical errors, errors in format, and careless grammatical errors should be avoided.

When completing an application form, the secretary finds questions relating to speeds of shorthand and typewriting. When interviewed, the applicant is judged on the ability to make a good impression. Tests might be given to indicate the applicant's basic skills and the ability to work with others.

There are jobs that place a great deal of stress and strain on the secretary. If the position for which one is being interviewed happens to be of this nature, the interviewer may make an attempt to see how one reacts under such conditions. This may take the form of making an applicant wait or asking what one might do in a given situation.

In developing a job prospect list, the future secretary will find that opportunities emerge from various sources.

School and college placement offices. Most colleges and some high schools provide their graduates with placement services. They sometimes arrange job interviews. Placement officers also arrange with large company representatives to visit schools for personal interviews with interested applicants. High school counselors are usually aware of local job opportunities and can offer helpful counsel. In addition, most school placement offices assemble a set of credentials for each graduate--a composite of ability and personality, a statement of potential, and recommendations from instructors and previous employers. These credentials are available to employers upon request.

Friends and family. One can discuss employment goals with relatives, neighbors, and family friends. They may know of an opening in the company for which they work, or through social and business contacts may know of openings in other companies. Some large companies encourage their employees to refer the names of applicants who would be interested in employment.

Private employment agencies. Private employment agencies provide a good source of job leads, but do charge a fee for their services. The fee is sometimes paid in part or in full by the employer. Fee-paid positions, however, are not as plentiful. The fee varies from area to area, but ordinarily is 25 to 30 percent of the first month's salary. Sometime the services of an employment agency can be worth the fee paid if the applicant is pressed for time or moves to a large city where she has no contacts or wants to prevent several weeks of unemployment. It is possible to have several interviews scheduled for the first days after arriving in a metropolitan area.

In any case, the job-seeking secretary should be sure that the terms of the employment contract are understood. A directory of agencies that subscribe to a code of ethics can be obtained from the National Employment Association, 2000 K Street, Northwest, Washington, D.C. 20006.

Some employers use private employment agencies to avoid having a flood of applications and in order to have someone else do the preliminary screening of applicants. Many employers in metropolitan areas rely solely on placement agencies. They would rather pay the fees of the secretaries they hire than set up an advertisement and spend the time necessary to screen applicants. A placement agency can screen applicants according to guidelines established by the employer.

State employment offices. These agencies often know of available secretarial positions. Any person seeking employment may register without charge. Registration includes counseling and a skills test, so that the applicant can be properly classified according to abilities, personality traits, training, and experience. The location of the nearest such office in New Jersey can be obtained from a local telephone directory. It is listed as follows:

New Jersey, State of
Labor and Industry Department
Employment Service

Civil service announcements. Secretarial positions in civil service are continually increasing as new federal, state, and local programs are expanded or established.

Information about federal civil service positions can be obtained from a local United States Civil Service Commission office. It will be listed in the telephone directory under "United States Government, Civil Service Commission." Information can also be obtained from a local post office.

An applicant interested in a civil service position in Washington, D.C., can write to the United States Civil Service Commission.

For a position in state civil service, one can obtain information by contacting the civil service commission in the appropriate state capital.

Newspaper advertisements. Classified ads in newspapers are an endless and invaluable source of leads. They also provide basic information on prevailing salaries and fringe benefits. The newspaper in one's area with the largest circulation will have the best variety of available positions. Also, the Sunday edition usually carries the most listings. The job hunting secretary can also advertise availability under the "positions desired" section.

Direct application. A secretary who desires to work for a particular company can apply directly to that firm. Larger companies maintain a personnel or employment office. The secretary need simply walk in or telephone and make an appointment to visit the personnel officer. Or, the applicant might first write a letter to the personnel department expressing an interest in working for the firm and requesting an application. Even if there are no job openings expected in the near future, the credentials will be on file for future consideration.

Other sources. The classified pages of the telephone directory provide a list of local businesses to which one might apply.

If one is an avid reader of the newspaper, news items frequently give clues to possible job contacts. New businesses are constantly opening, and items relating to jobs, changes, or expansions in business frequently appear in the newspaper.

Organizations like the YWCA and YWHA frequently offer free employment counseling. In some cities, the chamber of commerce provides a similar service.

THE SECRETARY'S JOB LADDER

The secretary may enter the profession by first starting in a position for which minimum experience and background are required. These include but are not limited to receptionist, clerk-typist, stenographer, or junior secretary. Additional education and training can assist in moving up the career ladder to positions requiring more experience and a complete knowledge of company procedures. In a small office it may be possible to enter as a general or office worker or directly as a secretary.

The entry job depends in large measure upon the background of the applicant. Although some employers will hire experienced secretaries only, others prefer to train inexperienced office personnel in their own methods.

It is not uncommon for an intelligent high school graduate to enter the business world as a member of a typing or steno pool, and then work up the job ladder to a high-level executive secretarial position. Take, for example, Miss Irene Sidun, secretary to the Chairman of the Board, Johnson & Johnson Worldwide, New Brunswick, New Jersey:

> When I joined the company almost 28 years ago, I started in the Mail Room. I had recently graduated from high school and had just the basic typing and steno skills. Through our in-house bidding system, I advanced to higher level jobs and have worked for four men. The experiences in each job were varied and enabled me to progress. I've realized during my career that no matter where a person works, there's always something to learn and to strive for.

Miss Sidun attributes her success in large measure to loyalty (both to the boss and to the company), a cooperative attitude, and eagerness to do a good job. So, you see, secretaries can climb the ladder of success.

Many of today's women executives began their careers as secretaries. More and more secretaries are qualifying as personnel directors, buyers, production coordinators, editors and advertising executives, office managers, programmers, and systems analysts. Although the route from secretarial to nonsecretarial management positions is not heavily traveled, there is a definite trend to select for management training and promotion those who are experienced within a company or a certain type of industry. Young secretaries can, therefore, realistically aspire to good postsecretarial positions after they have spent a few years learning about the total operations of their companies and proving their capabilities.

The secretarial science graduate should seek a position for which he/she is qualified at the time--whether the graduate has completed high school, business school, or college. The selection of the first position should be made on the basis of where one aspires to be in the future, and it should provide firm foundation on which to build that future.

Part-time or summer employment in an office as a file clerk, messenger, office clerk, etc., could help measure interest and ability for the secretarial field. This experience would offer opportunities to observe the duties and working conditions of secretaries and other clerical workers.

If possible, the student should talk with secretaries about the duties they perform and the type of training they recommend.

The student might also volunteer to help in the school office, church, or other organization doing filing, typing, and performing duties of a clerical nature.

The secretarial job ladder is what the secretary wants it to be. For many, it is a lifetime profession, for others it is a stepping stone to another career. For all, it can be an exciting, rewarding journey.

OUTLOOK . . . BRIGHT

The secretary of the 1980's is described as

> ...a college graduate...and a member of the management team. The scope of her authority will be expanded to conform with management's revamped function resulting from technological advances in all aspects of business, industry, education, government, and services.

Employment opportunities for workers with stenographic skills are expected to be excellent during the next ten or more years. The demand for secretaries will continue to exceed the supply.

Many thousands of workers will be hired to fill new jobs, but an even greater number will be needed to replace the secretaries who retire or stop working for other reasons. The turnover rate in this profession is high because many young women are employed for only a few years and then leave because of family obligations.

Peter J. Brennan, Secretary of Labor, United States Department of Labor, recently stated that

> Employment opportunities for secretaries should increase very rapidly through the mid-1980's, as the continued expansion of business creates a growing volume of paperwork. Although technological advancements like editing typewriters, dictation machines, computers, and so on are aiding the secretary in completing some aspects of her job responsibilities, I cannot envision the day when a really good secretary will be replaced by a machine.

The office work force is growing five times faster than the general population. According to the government, there will be a need for at least 200,000 new secretaries a year for some time to come.

Automation has had little effect on the market for secretaries, although routine jobs concerned with sorting, typing, multiple copies, posting, recording and checking have in many instances been curtailed or eliminated. The use of transcribing equipment has gained in popularity, but a number of surveys indicate that the demand for shorthand writers is still high. Shorthand proficiency still seems to be the best route to many executive secretarial positions.

Technology, therefore, poses no threat to the secretary. Although technological developments may alter a secretary's duties, they certainly will not eliminate the secretarial function. Most company executives agree that the present shortage of competent secretaries and stenographers will continue in the foreseeable future.

SECRETARIAL SUPPORT IS NOT AN UNDERGARMENT!

The highly sophisticated system of communications, sometimes called word processing, sometimes called a secretarial support system, has already affected the professional lives of many secretaries. And it will influence the lives of a great many in the years ahead, as secretarial generalists become specialists.

What has it done? It has revolutionized the stereotyped profile of the secretary, that's what it has done.

How did it do this? It added a new dimension to the career spectrum of secretaries and about-to-be secretaries.

And why did all this happen? Because the business world has become a paper jungle, that's why.

> Word processing is the method of producing written communication---at top speed, with the greatest accuracy, the least effort, and the lowest possible cost--through the combined use of proper procedures, automated equipment, and trained personnel.

Word processing, then, represents new systems for coping with words. The necessity for communication gives rise to the need for processing words. This necessity is actually more complex than it may appear because of the variety of communications problems and the greatly varying office situations in which they arise.

Implementation of the concept has been referred to as the "office divorce." The secretary and the employer are no longer on a one-to-one relationship, each at their separate desks. The secretary is now going one way and the executive another way--both up the ladder of success, and each on personal merit and worth. This divorce, corporate style, is all part of the brave new world of word processing which evolved because business had to cut costs and speed the flow of paper work.

The new system splits the traditional job of secretary in two, sending some secretaries to correspondence centers and others to administrative support stations, and at the same time opening many new avenues for the secretary.

Those who enjoy transcription and the skill of high-quality typing but do not care for the myraid duties involved in the typical secretarial position may elect to become correspondence or word processing secretaries. Those who enjoy the other aspects of secretarial work but do not enjoy transcription can become administrative secretaries. Both require specialized secretarial skills and knowledge. Companies that have adopted the word processing concept offer secretaries excellent opportunities to progress up the career ladder and from one career ladder to the other.

The beginning secretary is assigned to areas that do not require high technical knowledge. As skills and knowledge increase promotion takes place to a higher position with additional responsibility. In-company training programs are planned to assist secretaries in developing their potential.

The secretary is no longer tied to the career path of the boss, but may progress solely on personal ability and be promoted accordingly. Many secretaries have assumed a managerial position as a result of their ability to assume increased responsibility in either of the career steps.

The executive secretary will not be displaced, but the title may change. Top executives will retain their secretaries on a one-to-one basis. However, this individual will need greater preparation than ever before. The secretary must have a knowledge of management, supervision, human relations, personnel, accounting, law, business, economics, and a general background of liberal arts, in addition to versatility in being able to take shorthand, type, and have proficiency in secretarial practices and procedures.

The system provides the executive with increased secretarial service because, in effect, the executive has two secretaries. By lifting a telephone, or using an individual recorder, the executive dictates to a correspondence secretary in the word processing center who is always available to prepare typed materials. Meanwhile, the administrative secretary located in the department continues to accomplish duties without being interrupted for dictation. By careful assessment of workload, a business person will find many activities which can be delegated to the administrative secretary.

Steps in the career paths in both areas usually are equal in level and extent of responsibility. Positions are designed to provide a challenge and an opportunity to learn, achieve, and advance based on individual preference. The career paths for such secretaries is something as follows, although the number of steps may vary according to the size of the company:

Manager, Secretarial Services

Word Processing	Administrative Support
Supervisor	Supervisor
Coordinator	Coordinator
Senior Secretary	Senior Secretary
Secretary	Secretary
Junior Secretary	Junior Secretary

The junior secretary position is the entry-level position for either the word processing or administrative support career ladder. The junior secretary can then proceed up either ladder, eventually reaching the position of supervisor. The junior secretary may even be able to progress to manager of the entire secretarial service system.

Duties of the individuals in the various career paths might be as follows:

WORD PROCESSING

Junior secretary. Uses transcribing equipment, handwritten source material, or abstracts of printed material to prepare routine correspondence.

Secretary. Transcribes, types from copy, and composes general correspondence and routine reports, etc.

Senior secretary. Transcribes, types from copy, and composes correspondence and reports that are confidential in nature or otherwise require exercise of initiative and judgment. In the absence of the coordinator, assume her/his duties. Performs production control and quality control functions for work flow within the center. Trains new secretaries in procedures and machine operation.

Coordinator. Coordinates and supervises the operation of a word processing center. Acts as technical expert on operation of equipment, such as automated typing, editing, composing, dictating, and transcribing machines. Provides guidance, training, and assistance to all secretaries in the word processing center. Assumes the supervisor's duties in her/his absence.

Supervisor. Provides complete word processing support for all departments designated to use such services. Provides training for and is concerned with motivation of personnel within the center. Provides liaison and maintains good working relationships with those being served. Manages the internal affairs of the center. The supervisor may also oversee one or more groups of from 5 to 25 correspondence secretaries and may be asked to perform some of the duties of the Manager of Secretarial Services from time to time.

Administrative Support.

Junior Secretary. Performs secretarial and administrative duties using specified office procedures and general office equipment. Performs routine duties regarding handling of correspondence, visitors, telephone, files, appointments, travel, and financial records.

Secretary. In addition to performing the same duties as the junior secretary, performs functions more complex in nature requiring further training in general office practices. May dictate some correspondence to a junior secretary.

Senior secretary. Performs administrative secretarial duties of a complex nature requiring exercise of initiative and judgment. This may include, in addition to all duties previously mentioned, work involving a high level of quality, quantity, and speed. The senior secretary may screen mail and telephone calls, acknowledge correspondence, compile reports, establish and maintain filing systems, prepare and dictate drafts for the approval of the executive, assist with preparation of statistical reports, and incorporate statistical data into presentation form. Also, the duties of the coordinator may be assumed in the coordinator's absence.

Coordinator. Acts as a procedural specialist in the area of administrative secretarial services. Provides guidance, training, and assistance to all administrative secretaries. The coordinator is responsible for procedures involving filing systems, telephone calls, dictation, reservations, itineraries, mail, correspondence, and other administrative details. She/he may also act as a supervisor. The coordinator initiates and dictates correspondence, correlates and reviews work prepared by administrative secretaries, determines work priorities, and prepares productivity reports for administrative secretaries.

Supervisor. Provides administrative and secretarial support for departments designated. Provides necessary training for motivation of personnel within the unit. Provides liaison and maintains good working relationships with those being served. Supervises one or more groups of administrative secretaries composed of 5 to 15 employees. Designs secretarial job assignments. Recommends space needs, establishes standard performance for quality and quantity of output, determines work priorities, provides orientation and makes presentations to new users of the secretarial support system. Interviews and selects personnel for unit staffing, determines manpower requirements, and assumes some duties of the Manager of Secretarial Services as requested.

The word processing secretary's role is vital to the efficient processing of a company's communications. The coordinator must be exacting and alert in all work, attuned to details, and an excellent grammarian, editor, and proofreader. The coordinator must also be machine-oriented and efficiency-minded, as well as an excellent typist. A secretary who begins in the word processing role can expect to learn how to operate the editing typewriter since very few schools and colleges have this type of equipment on hand for instructional purposes.

The administrative secretary's role is complex, often as complex as the office structure in which she is working. Myraid responsibilities and tasks lie within this half of the secretarial support concept. To properly integrate all duties, the administrative secretary needs initiative coupled with judgment. Priorities must be known and understood, for the administrative secretary does not report to one person. The duties involve active support for a group of executives, often with diverse responsibilities. When two or more executives begin calling for support simultaneously, frustration can easily become evident. This calls for much cooperation between all parties involved.

IT CAN'T ALL BE GOOD

To be completely fair, it must be pointed out that there are some limiting factors to the secretarial profession.

In the traditional secretarial framework, the secretary's title is related to the boss's title--not to personal ability. The secretary is sometimes rated a secretary rather than an executive secretary because of the status of the executive, although the job may be more complex and demanding than that of another secretary with a more prestigious title. Promotions are also related to the executive's.

Another limiting factor is the difference in the title "secretary" in different organizations. The title does not actually reflect the duties performed by the individual. Therefore, a secretary in one company may perform the exact same duties as an administrative assistant in another company.

Also, the ambitious secretary may work for someone who neither knows how nor wants to use her/his abilities to capacity. There are many ways in which the image of the secretary's role can be changed, but sometimes the only way to get ahead is to find a job where the employer's image of a secretary conforms more nearly to the secretary's.

The working relationship between employer and secretary is one which is satisfying to many people who do not seek prominence for themselves but who enjoy helping someone else succeed. The secretary's unique contribution is the ability to understand the employer's business; the employer's way of thinking, acting, and personality. Some people regard this subordinate role as delimiting.

The secretary's personal life is sometimes disrupted. The secretary may have to change personal plans at times in order to meet the demands of the employer. Long hours and weekend work may be involved.

Secretaries in the better positions often have to work under extreme tension and stress demanded by the pressure of deadlines.

Although there is a wide diversification in the duties of a secretary, there is also the routine of many repetitive tasks.

A boss may leave the company due to retirement, death, or a better position elsewhere, in which case the executive's secretary may be released or forced to accept a demotion. This is especially true of top-flight secretaries.

All in all, the excitement and challenge of the secretary's position far outweigh these limiting factors and make the profession extremely rewarding.

THE SPECIALIZED SECRETARY

In setting career goals, a student can match abilities and interests to specialized secretarial opportunities in various business, professional, and government organizations. For example, one might consider qualifying as a legal, medical, technical, or bilingual secretary.

Specialization can be a practical way to command a higher salary. Such secretaries must have excellent basic skills, plus a knowledge of special techniques and a special vocabulary. The reward for this specialization is usually an interesting job and a good salary.

THE BILINGUAL SECRETARY

A bilingual secretary is one who combines secretarial skills with a knowledge and understanding of two or more languages. The bilingual secretary must be proficient in handling office procedures and be capable of translating business correspondence to and from at least one foreign language.

The role of the bilingual secretary is to speed international communications by taking care of situations involving another language without the aid of an interpretor or translator. The work is basically the same as that performed by any secretary.

The bilingual secretary must be qualified to take dictation in the native language, as well as in the second language. The bilingual secretary must also be able to transcribe notes into both languages, take dictation in one language and transcribe it in another from English to Spanish, or from French to English, for example.

When foreign visitors call on the employer, the bilingual secretary may act an interpreter. The bilingual secretary may take notes at meetings and conferences, or at talks between the employer and callers. These notes may have to be transcribed in both languages. The bilingual secretary may be required to translate correspondence written in a foreign language to the employer's language. Frequently, dictation must be taken in one language and translated on the spot.

The special duties performed by the bilingual secretary are determined by the type of employer and the kind of activities involved, such as business, social, or political. In an overseas assignment, the bilingual secretary may be required to perform many of the duties of a social secretary, arranging social activities for the employer and other administrative officials. The bilingual secretary may supervise the work of clerical help which may require giving instructions in a foreign language.

There is very little monotony to the work of the bilingual secretary, since the tasks are many and varied. The nature of the work puts the bilingual secretary in contact with a variety of personalities and cultures. Frequently, the work requires an unusual amount of tact and diplomacy in dealing with foreign visitors and protocol. Also, work may be completed under pressure when important assignments have to be completed in a short time.

Many exciting facets of business not routinely encountered by other secretaries--travel, currency transactions, import-export regulations, international relations, Washington lobbies, and political crisis--bring the bilingual secretary into contact with many exciting facets of business.

Bilingual secretaries working abroad will find that living conditions vary considerably. The worker may have to adjust to different types of entertainment and social customs.

Most bilingual secretaries are junior college, senior college, or business school graduates. A high school background is seldom sufficient preparation.

The aspirant to such a position would be wise to take a college preparatory program in high school. Electives in shorthand, typing, and a foreign language are recommended. The study of a foreign language should include grammar, composition and word study, and translation and conversation techniques. The combination of English and Spanish is much in demand. A broad educational background which includes courses in political science, economics, and social studies, as well as cultural studies of the country of one's language choice, could prove especially beneficial.

Students who possess an extensive knowledge of a foreign language because of an ethnic background may need to develop only secretarial skills in a business school or college.

Although most bilingual jobs are located in the United States, there are many opportunities for overseas positions. Assignments abroad usually include payment of transportation to and from the foreign country as well as housing or cost-of-living expenses.

Many government agencies are in need of secretaries who can work easily with another language, such as the United Nations, the Voice of America, the Department of State, the Department of Agriculture, various defense organizations, and foreign embassies.

Industries are expanding their locations abroad. Thus, the bilingual secretary is most in demand by companies with international divisions, transportation companies, import-export firms, petroleum companies, banks, and governmental departments and agencies with overseas operations or projects. Also, in cities where English is a second language for large parts of the population, bilingual secretaries are employed in government and social service offices and in schools.

For a list of firms offering job opportunities for bilingual secretaries, write to the Department of Commerce, Washington, D.C. 20230. Request the bulletins entitled "Employment Abroad--Reference Sources" and "Sources of Information on American Firms."

The salary of the bilingual secretary varies according to the size, type, and geographical location of the employing organization and, of course, the training, skill, and experience of the individual. Generally, the bilingual secretary earns a somewhat higher salary than most secretaries, with the exception of the executive secretary.

There are far more opportunities today for the individual prepared to communicate in another language than most people realize. The demand should be favorable for the next several years.

Truly an exciting prospect, don't you think?

THE EDUCATION SECRETARY

Education secretaries are office personnel working in diverse educational institutions. They are in the offices of colleges and universities, in elementary and high schools, in special and private schools, in state departments of education, in all educational administrative offices, and in educational associations.

The education secretary may work in a small town, a large city, a suburb of a large city, or in a college town. The school may be private or public. It may be a school where she is the only staff secretary, or it may be a large school system or campus where each department has one or more secretaries.

The work performed by the education secretary differs according to the scholastic level, although there are basic chores that are shared by all secretaries in education. Depending on the size of the educational system and individual assignment, the educational secretary is expected to adjust easily to a variety of situations. An education secretary may function in a supervisory capacity, supervising clerical employees or student help, interpreting school policies, or attending administrative meetings.

In the one-person office, the education secretary may serve in many capacities, such as secretary, registrar, bursar, attendance clerk, librarian, telephone operator, nurse, bus driver, receptionist, computer operator, bookkeeper, ad infinitum. In a large school office, employing many secretaries, the education secretary may do routine office tasks under supervision. Or she/he may be the secretary to the superintendent of a large school system, planning the work for a busy office, taking minutes of board of education meetings, handling appointments, interviewing office assistants, planning files and procedures, and preparing state and federal reports. On the college or university level, the education secretary may perform administrative duties, gather data for statistical studies, be involved in research projects, and deal with people from all walks of life--parents, government officials, students, scholars, education dignitaries, and so on.

The education secretary works in a field that depends heavily on public support; therefore, tact, diplomacy, empathy, loyalty, and discretion to an extraordinarily high degree must be present. It is also essential that the education secretary enjoy working with young people, be able to schedule work and meet deadlines, and be able to accomplish much in spite of repeated and continued interruptions. Thrift and continual concern for saving the tax dollar are also necessary.

The education secretary is primarily no different from the general secretary as far as the utilization of basic secretarial skills is concerned. Typing, shorthand, filing, office procedures, use of good grammar, letter writing, office machines, and telephone etiquette are essential.

A high school diploma that includes credits in business subjects is often sufficient to obtain employment in an elementary or high school. At the college level, some college training may be required.

The student interested in a position as an education secretary might find it beneficial to work in the school office while attending school.

The positions of school board secretary or school business manager might be at the top of the education secretary's job ladder. Such positions usually require college training.

Salaries paid to education secretaries vary according to the financial resources of the school district and the location of the school. Generally, earnings are higher in urban areas. A 1972 survey showed an annual salary of less than $4,500 for 13 percent of those surveyed, $5,000 to $5,500 for 11 percent, and $6,000 to $6,500 for 13 percent. The highest salary listed was $11,000, but only 3 percent of the group received this salary.

In some school districts, education secretaries enjoy the same tenure, retirement, and sabbatical leave privileges as teachers. At the college level, tuition refunds may be granted to employees who take evening courses.

The work week usually consists of five 7 1/2 or 8-hour days. Overtime is not normally paid for, but compensatory time is given instead. Vacations may be generous--three or four weeks is not unheard of, nor is a ten month work schedule.

In recent years a definite trend toward better salaries, better jobs, and more responsibility for education secretaries has occurred. The eagerness with which educational office personnel attend in-service training sessions, participate in conferences and workshops, take night school classes, and work for a Professional Standards Program certificate demonstrates professional interest. Some states are even discussing certification of nonteaching personnel.

In some districts the salary committee of the educational secretaries association is invited to present salary recommendations to the board of education in much the same way as teachers. Many districts, of course, have a step-and-grade salary and promotion schedule for educational office personnel. Experienced education secretaries are being given the title of administrative assistant and are assuming management and supervisory assignments.

There are many advantages to the education secretary's job, one of which is the stimulating atmosphere of an educational environment. A disadvantage might be the low salary. However, there are compensations, such as more holidays and perhaps a more liberal vacation policy.

THE EXECUTIVE SECRETARY

The title of executive secretary, administrative secretary, or administrative assistant is often assigned to a top executive's secretary who has responsibilities resembling those of an assistant. The executive secretary is expected to engage in activities well beyond the level of routine duties. The work is less clerical and more supervisory and administrative in nature. The executive secretary is an important member of the management team. The work requires executive and managerial talent as well as secretarial skills.

> The executive secretary is a powerful person in every organization. This power gives her functional authority for a variety of reasons. To develop an effective team, the executive and the secretary must take steps to assure the success of this executive team.

The executive secretary is usually the clerical pace-setter in the executive office and often in the whole organization. Her/his work is viewed as a model against which other secretaries or clerical workers measure the quality and quantity of their own work. Her/his values tend to become the acceptable standards, in much the same way that the top executive's values tend to influence the organization. The executive secretary's style of dress and degree of grooming may not always be imitated, but they will be recognized. A good working knowledge of company policies, rules, and philosophy is also necessary. Members of the organization regularly seek the executive secretary's advice on various subjects, ranging from company protocol to new ideas. Familiarity with executive strategy places this individual in an important position, thus the executive secretary must be "think" oriented.

Unlike other secretaries, the executive secretary is a personal boss in many respects. He/she may need to make quick decisions and handle emergency situations of an important nature that would ordinarily be handled by the boss. The need to work under considerable pressure at times is also a necessary trait.

The executive secretary to today's business executive has a responsibility far beyond the duties related to typewriting, shorthand, transcription, the telephone, mail, and serving as a receptionist. The executive secretary must understand the overall problems which top management is called upon to solve, so that assistance in arriving at solutions can be provided.

Specific responsibilities of executive secretaries, of course, vary from office to office. There is a growing trend toward assigning executive secretaries many of the tasks normally performed by executives. For example, the duties of an executive secretary working for a personnel director might include screening applicants, conducting preliminary interviews, administering and scoring tests, contacting employment agencies, and checking references. An executive secretary in an advertising or public relations firm may approve art layouts, authorize press releases, schedule conferences with clients, and communicate with newspapers, magazines, and radio and television stations. In some types of offices, such as those of trade, civic, or welfare organizations, the executive secretary may also perform publicity duties and be involved with community projects. The executive secretary may entertain important persons at luncheons or social gatherings and conduct visitors on a tour of company grounds or of the surrounding area. Through such practices, the executive secretary frees the executive from time-consuming details.

Many of the executive secretary's responsibilities involve handling confidential material, some of which may concern the employer's personal life. Confidential files or other special records may be maintained, thus one must know how to use discretion in these matters.

Additional responsibilities also usually include instructing other office employees, such as stenographers, typists, and clerks, on the performance of their duties. The executive secretary may dictate routine correspondence to a stenographer or into a dictating machine for transcription by a typist.

Education for the future executive secretary must include knowledge of the new developments and innovations that are taking place in today's business world. A broad general education, including training in the behavioral sciences, in business administration, and in the skill areas, is essential for preparing the young person for work with top business executives.

The minimum education suggested is two years of business school or a junior college. Either will generally qualify the aspiring executive secretary for an entry-level position. With additional know-how and experience, career goals can be attained. Some employers prefer or even require that secretaries being considered for advancement to executive secretary have a bachelor's degree.

Since most employers prefer college-trained applicants, it is highly recommended that a college preparatory program be taken in high school. Typing and shorthand can be included as electives.

The aspiring executive secretary should also consider becoming a Certified Professional Secretary.

Friendliness without familiarity, leadership without dictatorship, dignity without snobbishness, poise without superficiality, and tact with diplomacy are all important personal qualifications for the executive secretary. Needless to say, the executive secretary must be an expert in human relations. The executive secretary must work with, for, and through people. Her/his attitude toward others can determine her/his and the employer's success or failure.

Self-assurance, the ability to work well with people, sincerity, enthusiasm, cheerfulness, honesty, dependability, persistence, and flexibility are characteristics most often sought by employers of executive secretaries. They should also possess initiative, accuracy, good judgment, emotional stability, and intelligence.

The executive secretary should keep up to date on current events and be well informed about the company's business. Since visitors and important people are often met, the need to talk intelligently and be a good conversationalist are required.

The majority of executive secretary positions are found in and around metropolitan areas where the main offices of most large businesses are located. Executive secretaries are employed by all types of businesses, as well as in federal, state, and local government agencies. Some work for individuals such as politicians, clergyman, entertainers, athletes, authors, and so on. Many national professional and business organizations employ executive secretaries who work under the general direction of an executive committee or board.

Executive secretaries generally earn higher salaries than secretaries and senior secretaries, and salaries vary according to the section of the country. Many executive secretaries earn $10,000 to $15,000 a year. A number earn as much as $20,000; however, these secretaries are in the minority. A good example is former President Nixon's secretary, Rose Mary Woods, whose annual salary was approximately $35,000.

The outlook for executive secretaries is expected to be good for the remainder of the 1970's. New technology and business expansion have increased the paper flow and accelerated demands on executives to act quickly and efficiently. Since this increased pace has added to the responsibilities of the executive, the need for executive secretaries is even more urgent. Opportunities for advancement to managerial and administrative positions are particularly good for the executive secretary, especially for those who have bachelor's degrees.

Executive secretaries remain on the job longer than do other office employees. This is probably due to the responsibility of their position and the relatively good pay they receive.

THE LEGAL SECRETARY

Working for lawyers is most stimulating. There are many phases of the law and each requires special knowledge. Although there are many lawyers in general practice, most lawyers specialize.

The legal secretary must have the skills and knowledge generally required of a secretary in any office. The legal secretary relieves the employer of clerical and routine duties, takes dictation, makes appointments, acts as a receptionist, handles telephone calls, handles the mail, any may supervise other office workers, keeps records, does the banking, files, and may supervise other office workers.

The legal secretary must become acquainted with court structures, practices, procedures in law, and must learn the terminology and procedures used in the preparation of pleadings and other legal documents.

The legal secretary uses many different legal forms, filling in blanks with information received from the employer. When clients or other lawyers meet in the employer's office, there is often the need to take notes on the proceedings. She/he may also be required to take minutes of meetings, maintain corporate records, and prepare other papers for various businesses that have retained the employer. She/he may file papers in the courthouse, take notes and keep the lawyer's papers in order during trials, and act as a messenger between the courthouse and office.

The legal secretary may help investigate cases for trial and obtain information that the lawyers must have for documents they are preparing.

The legal secretary must maintain the office calendar and advise the employer of appointments, court appearances, and conferences. In addition, the employer must be reminded of due dates for filing pleadings. Accurate records must be kept of time spent on each case and expenses incurred on behalf of the clients. The employer may collect money for clients, in which case the secretary will have to keep an escrow account of money collected and disbursed to the client.

Files are extremely important and must be produced immediately when needed. Spelling must be perfect on all documents. The legal secretary may be required to type documents such as answers, replies, motions, deeds, affidavits, and briefs. Furthermore, he/she may have to retype a fifty-page brief several times before it will meet the employer's satisfaction.

The legal secretary may be in charge of the law library, may be a notary public, and must be accurate in every detail.

Many attorneys depend on their secretaries to be the business managers of their practices. Legal secretaries, however, should never assume the initiative in a professional action of law. Professional counsel, advice, and service of any kind that implies the practice of law must be the responsibility of the attorney.

A high school graduate could qualify for an entry-level position in a law office. On-the-job training, evening courses, and experience could then prepare one for advancement. It is advisable, however, for the legal secretary to attend a junior college or business college.

The usual skills required are the ability to take dictation at 100 words a minute and to type accurately at 60 words per minute. Accuracy is more important than speed, as the almost correct document is worse than none at all.

First on the list of desirable qualities is loyalty. Other attributes are courtesy, tact, mental alertness, good judgment, good memory, adaptability, neat appearance, and businesslike conduct in the office.

The legal secretary, beside being proficient in vocabulary and spelling, should be able to assume responsibility and should know the limit of the secretary's authority. The legal secretary must be flexible in dealing with new problems, must think quickly and remain calm under pressure.

Nowhere does the literal meaning of the word secretary, which is "keeper of the secrets," apply more aptly than it does to the legal secretary. The legal secretary adopts and assumes all of the rules of ethics to which the employer adheres.

The legal secretary can obtain a position through several sources in addition to those used by the general secretary. Local bar associations have rosters of attorneys in their areas and often have information regarding job openings. The Martindale-Hubbell Law Directory, which can be found in public and law libraries, lists the names and addresses of lawyers throughout the United States.

Members of the National Association of Legal Secretaries can avail themselves of the services of their local, state, and national employment chairmen.

The secretary who is planning to work in a law office may well consider both the size of the law firm and the nature of its practice before applying for a position. There is a vast difference between the duties of the legal secretary in the one-lawyer or two-lawyer office and the duties in a large firm employing perhaps a hundred attorneys.

A beginner who has completed a legal secretarial course at a college or business school can usually expect a higher initial salary than the girl who enters the field without any specialized training. She may also advance more rapidly to a higher-paying position.

There is a wide range of salaries paid the legal secretary depending upon the geographical location, supervisory responsibility, training, experience, ability, and the type of practice in which the employer is engaged.

As experience and education grow, so will the compensation. The average annual salary for a good legal secretary in one large U. S. city is reported as $6,000 to $8,000. Some legal secretaries, however, earn over $10,000 annually.

Generally, a two to three week vacation and the standard work week apply. However, legal secretaries are often asked to work overtime and on weekends to meet the many deadlines. Despite the demands, experienced legal secretaries find their work enjoyable.

As yet, no license or certificate is required to be a legal secretary. There is a constant demand for good legal secretaries and jobs are obtainable at any experience level on a part-time or full-time basis. An experienced legal secretary can step into almost any position and handle it well. Many have become officers of corporations or courts, court reporters, legal assistants, or lawyers.

The usual fringe benefits do not apply, except in legal departments of corporations or government. Some large law offices provide retirement plans and insurance, and some offer bonus incentives. Paid vacation and social security can be expected.

It appears that employment opportunities for legal secretaries will continue to be good through the 1970's.

The Legal Assistant

Advancement to the newly emerging position of legal assistant may be the goal of some legal secretaries.

In most cases, legal assistants specialize in one or two fields of law.

Although the American Bar Association prefers the title legal assistant, other titles are sometimes used, including paralegal, sublegal, legal adjoint, legal aide, legal technician, office administrator, and staff specilist.

Annual salaries of legal assistants can range from $7,000 to over $14,000 depending on the nature of the job, the type of law office, and the abilities and proficiency of the legal assistant.

The legal assistant does not practice law. She/he does not give legal advice nor appear in court, although some lawyers believe limited court appearances on routine legal matters may be authorized in the future.

The legal assistant's duties include legal research of various types, interviews with clients, budgeting, routine preparation and processing of legal documents, and reviewing legal publications to prepare suggested reading lists for lawyers.

The legal assistant is a member of the office team. Unlike the usual close one-to-one relationship in which the secretary often works, the legal assistant operates in a more independent situation, and delegates secretarial and clerical work.

There are a variety of educational programs and courses being offered for legal assistants by educational institutions throughout the United States.

The American Bar Association's Special Committee on Legal Assistants is working toward a three-step career ladder--legal secretary, legal assistant, and legal administrator. There is speculation that eventually the ABA and the state bar associations will sponsor certifying examinations.

THE MEDICAL SECRETARY

The need for medical secretaries and medical assistants has grown by leaps and bounds in the past few decades. Medicare, medical research, and the general proliferation of related medical services have created an urgent need for medical secretaries.

The medical secretary's office life is many sided. She/he is the receptionist who greets patients, checks their appointments, and takes their names and addresses; the accountant who keeps a record of fees paid and due; and is the public relations expert who puts patients at ease and who keeps the office running smoothly.

The medical secretary is expected to perform the same business duties as a qualified secretary in a typical business office. However, the medical secretary performs some of those tasks to a greater or lesser extent.

In addition to the basic secretarial duties, the medical secretary is responsible for greeting patients, quoting fees, sending out and collecting bills, completing insurance forms, determining charges, ordering medical supplies and drugs, assisting patients in understanding the doctor's instructions, checking medical journals for items of interest to the doctor, keeping track of dates for renewal of licenses, etc. Other business duties might include making hospital reservations for patients, procuring nurses for patients, arranging payment terms with patients, completing workmen's compensation forms, inventorying medical supplies and drugs, and gathering material from medical records for use in court.

Duties of a more clinical nature performed by the medical secretary are taking portions of medical histories, taking patients' temperature and pulse, measuring patients, sterilizing instruments and dressings, preparing trays for injections, maintaining supplies in examination and treatment rooms, dispensing medicine upon the order of the doctor, assisting with examinations, assisting with office surgery and treatment, preparing patients, taking routine laboratory tests, caring for surgical instruments and equipment, and changing dressing and bandages.

Although a secretary may be absolutely sure of the doctor's diagnosis and what will be prescribed, under no circumstances can the patient be advised. The medical secretary would be guilty of practicing medicine without a license. This does not mean, however, that an emergency case cannot be attended to and first aid administered when the medical secretary is alone in the office.

Some medical secretaries wear the traditional nurses' white uniform. In addition to being a convenience for the secretary, it also has a psychological effect on some patients. They have more confidence in the uniformed secretary, and perhaps are less embarrassed to disrobe or give personal information.

However, some doctors, especially those dealing with patients suffering from nervous disorders, like to have as little of the medical atmosphere in their offices as possible. In any event, the medical secretary's dress should be simple and appropriate.

Good grooming is even more necessary in a doctor's office than elsewhere. Grooming encompasses much more than just cleanliness. It also means a neat, tidy appearance.

Personality traits and characteristics of a medical secretary should be above and beyond the level of the average individual. A cheerful personality is one of the medical secretary's assets. No one wants to see a gloomy face, especially someone who is ill. A grouchy, tactless secretary will quickly drive patients away, but a pleasant, serene manner can greatly help to smooth the difficulties that a patient may be facing.

Among the traits found to be desirable in a medical secretary are emotional stability, a pleasant voice, sensitivity, initiative, honesty, politeness, enthusiasm, loyalty, cooperation, and reliability. The medical secretary must also have a courteous manner, ambition, efficiency, imagination, a sense of humor, a good memory, and good health. He/she must have the ability to solve problems, make decisions, and accept responsibility.

The medical secretary must be accurate and dependable and display poise, tact, kindness, and sympathy.

The medical secretary's professional conduct must be appropriate. He/she must know what is right and act accordingly, must know when to be sociable, when to be professional, and when to be businesslike.

The medical secretary must realize that the position is of a highly confidential nature. Professional secrecy is one of the requirements that the law demands and upholds. A doctor who divulges information about a patient without due authorization can be prosecuted. This applies also to any person employed in a doctor's office. The secretary who works for a doctor assumes the obligations of the code of medical ethics. The medical secretary will learn a great many things about personal affairs of patients, but nothing heard or seen must ever be repeated.

In addition to the qualifications for which a doctor looks in employing a secretary, his/her patients also have some thoughts on what a medical secretary should be. The periodical Medical Economics took an opinion poll to find what qualities patients looked for in their doctor's secretary. Sixty-one percent of the people questioned stated a friendly, pleasant personality as the most desirable quality. Patience, understanding, helpfulness, and efficiency came next.

Qualities disliked in the doctor's secretary were inefficiency, appearing bored, and being "too nosey."

A medical secretarial student needs all the basic business training provided the general secretarial student. In addition, one of the most important requirements of a medical secretary is a knowledge of medical terms. The medical secretary must know both what the doctor meant when transcribing dictation and how to spell the words dictated.

Helpful courses for the medical secretary might be first aid, general chemistry, general biology, physiology, anatomy, psychology, and human relations (regarding the relationship with the patient).

Medical secretaries who are expected to perform tasks other than secretarial are frequently trained in these special duties by their employer.

Most medical secretaries take at least a one-year course after high school to prepare them for their chosen field. This is particularly necessary in the medical field because of the difficulty of the vocabulary. In some instances, local medical societies offer additional training to medical secretaries.

A list of approved educational programs for medical assistants can be obtained from the American Association of Medical Assistants, One East Wacker Drive, Suite 1510, Chicago, Il 60601, or Allied Medical Professions and Services, 535 North Dearborn Street, Chicago, Il 60610.

The medical secretary may find employment in a wide variety of places. They include, in addition to a doctor's office, group practice, dentists' offices, hospitals, clinics, public health departments, foundations, armed services, insurance companies, and research laboratories. In the business world, they may work for manufacturers and distributors of drugs, pharmaceutical products, surgical instruments, and hospital supplies; publishers of medical books and journals; or do free-lance work as medical-editorial assistants.

Financially, the medical secretary's salary is among those in the top bracket for secretaries. Qualified people can look forward to the fringe benefits normally received by office workers. An additional fringe benefit which some medical secretaries enjoy is free medical attention for themselves and their immediate families.

Opportunities for medical assistants and secretaries are expected to be excellent through the 1970's according to the U. S. Department of Labor. One reason for this is the growing volume of paperwork that must be completed in doctor's offices.

THE SECRETARY ENTREPRENEUR

The experienced secretary might want to embark on a business venture as his/her own boss-employer. The secretary with initiative and fortitude might well establish a secretarial service to provide services normally performed by the secretary in an office on a contract, retainer, or other basis.

Some secretaries have found this to be a lucrative business. It is also convenient for the person who wishes to work at home to keep an eye on the youngsters or oldsters that an office is eventually leased in a downtown building or high-rise office complex.

The services performed by such a service might include dictation and typing, letter composition, dictation by telephone, machine dictation, copying, collating, vacation fill-in, mail forwarding, bulk mailing, notary public service, temporary secretarial help, telephone answering service, social secretary service, errands, calligraphy (elegant handwriting), bank statement reconciliation, accounts receivable and payable, budget and tax ledgers, and business management--among many others.

Many individuals and small businesses do not need the services of a full-time salaried secretary or bookkeeper, but they need the services of such an individual on an hourly, weekly, or monthly basis. There are also society people, retirees, widows, senior citizens, handicapped people, and others who would like to be relieved of some of their every day business burdens. The possibilities are endless as to what type of individual can use such services.

The service might be run by one person, or the business might grow to the extent that several additional secretaries are employed by the secretarial service.

The owner of such a service has complete control of the hours worked. One may choose to work as few as ten or as many as forty hours a week.

The person operating such a business should, of course, be a good manager and organize work efficiently for maximum production.

Managing one's own business takes planning and much attention to detail, but it can be challenging and quite rewarding both personally and financially.

For more information on organizing such a business refer to the material on business ownership.

THE SHORTHAND REPORTER

An often overlooked field, shorthand reporting provides exceptional opportunities for young men and women who are willing to make an effort to perfect an exacting skill. If one is looking for a challenging profession, a high salary, a position of respect, personal contact with important people, and an inside view of history in the making, then a career as a court or conference reporter could be exciting.

What is a shorthand reporter? Actually, there are four categories.

Court reporters, who make a verbatim record of everything that is said during a trial. They are a vital part of the judical process and the largest category.

Hearing reporters, who record the proceedings of departments and agencies of government, investigate committees, and meetings where witnesses give testimony and are privately or publicly questioned outside the courtroom without judge or jury.

Legislative reporters, who are employed in Congress and in various state legislatures to record the speeches and debates of the legislators.

General or free-lance reporters, who are in business for themselves and are paid on a fee basis by the person or organization using their services.

Court, hearing, and legislative reporters are called official reporters. They are employed on a full-time basis at a fixed salary. General or free-lance reporters make their own contacts and report conventions, trade association meetings, arbitrations, stockholder meetings, and such. They also handle depositions when attorneys question witnesses prior to a trial.

The job of the shorthand reporter is to take down verbatim notes of every word spoken. While the type of reporting system used is not critical--manual, machine, or mask--mastery of the system is important. Practically all reporters entering the field now use the machine method. Facilities for preparing reporters in the use of manual shorthand are almost nonexistent today. The Navy, in particular, uses the mask method. This is nothing more than repeating into a mask the words that are spoken. The reporter's words are electronically recorded and are not heard by anyone in the courtroom. This requires only a short period of training; however, it is not allowed in most courts.

Occasionally it is necessary for the court reporter to accompany public officials to the scene of an accident or crime, where testimony is taken. Or the reporter may have to go to a hospital or prison to take a verbatim statement of a witness who cannot come to court.

An important phase of any reporter's work is transcription of notes into typewritten form. Reporters must often work evenings, sometimes in the early hours, and even weekends to meet required deadlines for the typewritten transcripts.

Reporters use three methods in preparing their transcripts. They may typewrite notes themselves; they may read their reports into dictating machines and have a typist transcribe them; or they may turn their notes or machines tapes over to readers. A fourth method of preparing transcripts is now under development. It is known as computer transcription and consists of linking a shorthand machine with a magnetic tape. The magnetic tape is then run through a programmed computer, which translates the machine shorthand outlines and prints the transcript at a speed of 1000 lines (40 pages) per minute.

Free-lance reporters often do transcription work in their own homes. Official reporters and those who work for commercial reporting agencies usually have offices in which they can do typing, dictating, or proofreading.

An official reporter's salary can range from $10,000 to $30,000 a year. The income of a general reporter fluctuates from week to week, depending on volume of work. The well-trained beginner can reasonably expect to earn $12,000 during the first year. After a few years experience, $15,000 a year could be expected. A highly experienced free-lance reporter could make $25,000 or even $30,000 a year.[14]

Most official reporters receive vacation, sick leave, and retirement benefits. In U.S. District Courts they receive the usual civil service benefits. Free-lance reporters receive no fringe benefits, but they are covered by social security.

As with any goal where the stakes are high, the qualifications for shorthand reporting are demanding. The National Shorthand Reporters Association has set minimum standards for reporter training. The reporter should be able to take 225 words a minute for a period of five minutes and type at the rate of 60 words per minute. Other requirements are a course in English grammar, including spelling, punctuation, capitalization and derivation of words; a course in the principles of civil and criminal law; and a course in basic anatomy and physiology.

In addition to his technical competence, it is also well for the reporter to keep abreast of the times. One can do this by regularly reading newspapers, news magazines, digest periodicals, and professional journals of various fields. Familiarity with names and places in the news is a definite asset.

Few occupations require such a high degree of concentration, alertness, accuracy, and professional competence as does shorthand reporting. Needless to say, this work is not for the person addicted to daydreaming. The ability to concentrate amid distractions is vital for shorthand reporters, as is the ability to work impartially and objectively, making no effort at any time to slant the record in anyone's favor.

Other personal qualities necessary are patience, integrity, good health, promptness, and attention to detail. Since a reporter comes in contact with people from every walk of life, many of them leaders in their fields, the shorthand reporter should like working with people and be courteous at all times.

Once proceedings are underway, whether in court, conference, or convention, the reporter must give undivided attention to what is happening. Depending upon the situation, a reporter may have to sit for three to four hours or more without a break. During that time the reporter must concentrate completely on what is being said.

Business conferences and conventions are also unpredictable in terms of hours. Reporters covering such assignments may work far into the night, and they may have to put in extra hours on transcriptions.

Court sessions, conferences, and conventions sometimes can be very dull. At other times they are very dramatic and exciting.

To become a shorthand reporter one must have a high school diploma or its equivalent. In high school the student should take a college preparatory program. College training is desirable but not mandatory. Various business schools have courses designed for shorthand reporters. A list of approved schools can be obtained from the National Shorthand Reporters Association, 2361 South Jefferson, Suite 608, Davis Highway, Arlington, VA 22202.

It takes the average person about two years of day study or three to four years of night study to become proficient enough to qualify for this field of work. Seldom does the reporter go from a classroom directly to the court room. After schooling is completed, a reporter might work for a few years in a law office as a legal stenographer or for a commercial reporting bureau. Before tackling court reporting, the reporter will get some experience in less demanding assignments.

Most interested students spend a great deal of additional time outside the classroom taking televised speeches, the news, sermons, or any kind of practice material.

Many courts require their court reporters to be Certified Shorthand Reporters. Others hire reporters with the understanding they will be certified within one year. The National Shorthand Reporters Association sponsors the CSR examination.

Official court reporters in the U. S. District Courts are appointed by judges of the respective courts. They must meet qualifications approved by the Judicial Conference of the United States. Some states and large cities require applicants to pass civil service examinations before appointment to the court is made.

Employment opportunities are plentiful throughout the country for the competent shorthand reporter. This is especially true in metropolitan areas. The demand is expected to continue well into the future.

The number of qualified reporters in the United States will have to be increased by 15 percent in 1974, estimates the president of the National Shorthand Reporters Association. At present there are about 12,000 court reporters in the United States.

Several factors can be attributed to the increased demand for reporters. In addition to more courts requiring word-for-word records of proceedings, business is also increasing its reliance on shorthand reporters for annual meetings, board meetings, conventions, and seminars.

According to the National Shorthand Reporters Association, automation should pose no threat to the shorthand reporter. Although attempts have been made to substitute recording machines for live reporters, all such attempts have resulted in failure. The transcripts produced from tapes have shown that the recorders lack the very important human function of discriminating intelligently as to what transpires in the courtroom.

Obviously, this is a good field toward which to direct male students. Approximately 60% of the reporters in the United States are men.

THE STENOGRAPHER

An occupation closely related to that of secretary is stenographer. It involves more routine duties and fewer decision-making responsibilities. The first step in the secretary's career may be the position of stenographer.

Stenographers take dictation and then transcribe their notes on a typewriter. They may either take shorthand notes or use a stenotype machine.

General stenographers, including most beginners, take routine dictation and do other office tasks, such as typing, filing, answering telephones, proofreading, preparing material for duplicating, and operating office machines. Experienced and highly skilled stenographers take difficult dictation and do more responsible clerical work. They may sit in on staff meetings and give a summary report or a word-for-word record of the proceedings. They may also supervise other stenographers, typists, and office workers.

Specialized stenographers must know the terms used in a particular profession. They include medical, legal, and engineering or scientific stenographers. Some experienced stenographers take dictation in foreign languages; others work as public stenographers serving traveling business people and others who require their services.

The stenographer employed in a large office or company spends most of her/his time taking dictation and transcribing notes. The stenographer may belong to a central "steno pool," taking dictation and typing for many people in various offices throughout a company. The stenographer must be accurate, efficient, orderly, reliable, and industrious, and have the ability to get along well with others. New ideas must be grasped quickly. A pleasing personality is also an important asset.

Proficiency in shorthand and typing is a must. These skills can be learned in high school or in a business school.

To qualify for most positions, stenographers must be able to take dictation at a rate of at least 80 words per minute and type at 40 or more words per minute.

The well-prepared stenographer should master both shorthand and the use of dictating/transcribing equipment.

Stenographers must have an extensive vocabulary, be good spellers, and be able to write and speak English well.

It is possible for beginning stenographers to qualify with only a high school education. High school courses should include at least two years of typing and shorthand, plus adequate training in office practice and English skills. Naturally, more and better positions with promotional possibilities are available to those with training beyond high school. Some business schools have courses limited to shorthand and typing which can be completed in about six months.

Advancement is usually based on proficiency and merit. Many business firms fill secretarial positions by promoting stenographers from within the organization. To a great extent, advancement depends upon individual ability and the particular office situation in which the stenographer is employed. In a small office, one may advance to secretary or receive salary increases in keeping with increased responsibility. The stenographer in a large office may advance to chief stenographer or head of a steno pool. Qualified people may also be promoted to secretary.

With special training and several years experience, the stenographer may even go into business as a public stenographer or professional shorthand reporter.

General stenographers earn about $10 to $20 a week less than secretaries or specialized stenographers. According to recent Bureau of Labor statistics, general stenographers working in urban areas averaged about $120 a week in 1972. Experienced stenographers who were highly skilled averaged about $135 a week.

Stenographers generally receive fringe benefits comparable to the secretary, depending upon the size and type of the organization.

Stenographers are employed by public and private organizations of practically every size and type. Many work for manufacturing firms, government agencies, schools and colleges, insurance companies, banks, and hospitals. Some are employed in the offices of physicians, attorneys, and other professional people. Public stenographers are self-employed. The majority of positions are found in and around metropolitan areas, although some work in smaller communities.

Many openings occur each year to replace the normal attrition of such employees. Many employment opportunities result because the position of stenographer is an entry-level one, and promotions create job vacancies. Although machine dictating techniques and word processing will become more widespread in the future, there will still be some demand for competent stenographers.

THE TECHNICAL SECRETARY

In this dynamic age another secretarial specialty has evolved. Space exploration, computers, and other areas of technical research have created a demand for secretaries capable of dealing with very technical materials in a highly skilled and accurate manner. These technical secretaries have been referred to as "twenty-first century secretaries." There is a voluminous amount of paperwork which has been generated by scientists.

The technical secretary is usually as much of an assistant to the employer as a secretary. The work may include, in addition to the regular secretarial duties, maintaining a technical resource library, gathering materials from other libraries, editing and proofreading papers and reports, and checking specifications and standards, and recording personal observations on simple experiments.

Much of the technical secretary's time may be spent in laboratories, drafting rooms, production departments, or in other areas where scientists do their research, and/or development. At times there is the need to work under the pressure of completing necessary reports.

The technical secretary must not only have an interest in science but also a good general background of scientific knowledge. The technical secretary must be able to recognize, spell, and use appropriately the technological vocabulary related to the area of research in which employed. The technical secretary should be able to recognize mathematical, chemical, or engineering symbols; should know how to set up statistical tables containing such symbols; must be aware of the imperative need for accuracy of technical data in the writing or typing of research reports.

When typing technical material, the technical secretary must be familiar with the techniques of reproducing mathematical symbols and equations, Greek letters and many involved formulas. All of these expressions speak a language for the scientist and are typed in a particular way to express specific technical information.

Much of the work of a technical secretary involves typing from handwritten and rough draft copy that is very often incomprehensible to the layman. Tables, graphs, and illustrations are as routine as letters, reports and manuscripts to the general secretary.

The aspiring technical secretary should complete a college preparatory program in high school. Included should be courses in typing, shorthand, and at least three years of mathematics and science.

An increasing number of business and technical schools, as well as junior and senior colleges, are offering programs for technical secretaries. Most of them combine education in secretarial skills and office procedures with science, mathematics, technical terminology, communications, and general electives.

An educational background that includes science, mathematics, drafting, statistical typing, or technical report writing helps a technical secretary. A mastery of mathematics through calculus is advantageous but not required. Special training in advanced shorthand and transcription covering the problems of chemistry and physics is desirable. The individual must be a master of statistical typing.

Extreme accuracy is of primary importance for a good technical secretary. Speed is secondary. Patience is a necessary personal quality for success, since a large part of the work is demanding and requires painstaking organization and planning. The technical secretary should be well organized and enjoy doing detail work.

The salary of the technical secretary depends on the size, type, and geographical location of the employer, as well as experience, ability and responsibilities. It is generally higher than that of the general secretary.

It has been found that a real shortage lies in the area of technical secretaries and assistants. There are very few qualified individuals for these positions. If scientists do much of their own paperwork, it is quite obvious that there is a great loss of vital research.

If the technical secretary is competent and can assume much of the responsibility for this paperwork, an invaluable function is performed.

The opportunities in the many fields of science are limitless. Most job openings will be in industry, although there also will be opportunities in universities and government sponsored research centers.

A few of the many fields that specialize in technological research and development are aerospace, electronics, communications, petrochemicals, synthetics, and the life sciences.

The technical secretarial specialty should especially appeal to young people who find that they financially cannot attend a four-year engineering school. By becoming prepared as technical secretaries, they can at least satisfy part of their interest in science. They would then have an insight into the work of a scientist and be encouraged to go on to a technical school on a part-time basis. Some industries provide in-service training programs which assist young people in advancing to higher level positions.

THE TEMPORARY SECRETARY

Temporary secretarial employment fills different needs for different individuals. Working as a temporary is a great way to make money while looking for a permanent job. It is also a good choice when unsure about a next job choice, when re-entering the job market, or when in need of a period of time to be relatively uncommitted and unattached. In these cases, of course, being a temporary employee is only temporary.

There are some secretaries who permanently work on a temporary basis to allow them freedom and independence. They are then able to take time off when they want to and are not bound by a company's vacation policy. Some married women who wish to keep active and professionally current while their children are young find this arrangement works well. They can choose to work several days a week, one week each month, or any other amount of time by arrangement with a business firm or with an employment agency that specializes in temporary employees.

For the secretary getting back into the job market or moving to a new location, working as a temporary gives one an opportunity to look at a large number of companies and offices. Interested people can determine just what the area has to offer and just where one might like to accept employment. This procedure is not recommended for the inexperienced secretary, however.

The secretary with some experience would find it less difficult to adjust to new office situations.

One way a secretary can secure such a position is simply by listing with a temporary employment agency. Large and small cities alike usually have several such agencies to serve the needs of businesses in the area. One has only to look in the classified telephone listings under "Employment Agencies--Temporary" to find their locations. The classified section of a newspaper can also provide information.

The specialized employment agencies yearly fill about 2 million office positions. The secretary is paid by the agency, not by the client company. (The agency contracts with the client company for secretarial help at a higher rate than what it pays the secretary.) The difference, of course, is the agency's profit and covers its operating expenses. Temporary employment may consist of substituting for a secretary on an extended vacation or for one who will be absent for one or two days.

As employers, agencies are legally bound to pay workmen's compensation and to match the employee's social security payment. For the most part, that is the extent of fringe benefits.

Generally, 80 words a minute in shorthand is the minimum requirement, with a typing speed of at least 50 words a minute.

Another way to secure a temporary position is applying directly to a business firm. Some large organizations recruit full-time and part-time office personnel to carry them over peak periods. In many cases these temporary positions become available on a recurring basis and are filled over and over again by the same people. It is, in effect, employment on a permanent temporary basis.

Although the temporary secretary's pay is not bad, it doesn't quite measure up to salaries paid permanent secretaries. Rates vary greatly from city to city and for various levels of skill. A highly experienced executive secretary can make up to $150 a week in a temporary position. However, that same secretary could do much better in a permanent position, and would have the advantage of fringe benefits.

According to a survey[15] of eleven cities in 1973, temporary secretaries received an average of $3.22 an hour ($128.80 for a 40-hour week).

The present demand for temporary office personnel is unlikely to diminish in the near future. In the meantime, the "temp" business is booming.

FOOTNOTES

[1] Lane Tracy, "Postcript to the Peter Principal," Harvard Business Review, July, 1972, p. 65.

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[5] H.H. Green, "Is Your Shorthand Speed Fast Enough?" Today's Secretary, January, 1956.

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[7] Clemmer, loc. cit.

[8] Helen Norman Saputo, "Secretarial Workers and Their Perceptions," National Business Education Association Yearbook, No. 12, 1974, pp. 237-8.

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[12] Alberta J. Frerichs, "Today's Legal Secretary," Journal of Business Education, May, 1973, p. 332.

[13] Miriam Bredow, Medical Office Procedures, Gregg Division, McGraw-Hill Book Company, New York, 1973, p. 11.

[14] Shorthand Reporting as a Career, National Shorthand Reporters Association, p. 11.

[15] Modern Office Procedures, April, 1974, p. 31.

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AAMA Offers You a Way to Grow (5 cents)
As the Seasons Pass...Consider AAMA (5 cents)
A Career in Medical Assisting (Free)
Certification Brochure (8 cents)
Doctor: Is Your Medical Assistant Keeping in Step with You? (5 cents)
Essentials of an Approved Educational Program for Medical Assistants and Curriculum Guidelines (Free)
Questions and Answers for Prospective CMAs (Certified Medical Assistants) (Free)

The following are available from the Association of Independent Colleges and Schools, 1730 M Street, Northwest, Suite 401, Washington, DC 20036.

Directory of Accredited Institutions (lists 500 accredited schools throughout the country)
Don't Overlook the Business College
Excitement, Travel, Career as an Overseas Secretary
What It Takes To Be a Secretary
Your Career as a Legal Secretary
Your Career as a Medical Secretary
Your Career as a Secretary

The following "Career Briefs" are available from Careers, Inc., Post Office Box 135, Largo, FL 33540. They are 35 cents each.

Executive Secretary
Foreign Service Secretary
Male Secretary
Secretary
Stenographer

The following "Summaries" are also available from Careers, Inc. They are 20 cents each.

Legal Secretary
Technical Secretary

The following "Occupational Briefs" are available from Chronicle Guidance Publications, Inc., Moravia, NY 13118. They are 50 cents each.

Court Reporter
Medical Assistant
Secretary
Stenographer

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"New Skills for Tomorrow's Office Worker"
"Physician's Assistant: A New Medical Profession"

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Manual for the Legal Secretarial Profession. (Gives insights into the duties of the legal secretary. $10.)

So You Want to be a Legal Secretary (Free)

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CPS--Why Be One? (Free)
Calling Career Secretaries (Free)
The Certified Professional Secretary Examination--Frequently Asked Questions and Answers (Free)
The Door of Opportunity, Future Secretaries Association (Free)
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"The Green Light," 14-minute, 16mm, sound motion picture in color. Available from Business Education Films, 5113 16th Avenue, Brooklyn, NY 11204. Rental fee is $14. (Contemporary look at the modern computerized office. Introduces the viewer to the possibility of an office career.)

"The Look of a Leader," National Secretaries Association. A color slidefilm. (Portrays the secretary.)

"Office Education Series I," International Film Bureau, Inc. 332 South Michigan Avenue, Chicago, IL 60604. Series of five filmstrips with accompanying cassette tapes and worksheets:

1--The Secretary--As a Career (defines a secretary, discusses the varieties of work open to secretaries and points out the advantage of additional education and training)
2--Vocational Objectives (describes the need for clerical help in the U.S.; using statistical data, details the various specific secretarial fields open--legal, medical, technical, educational; helps the student become familiar with secretarial opportunities)
3--The Clerical Worker--As a Career (emphasizes the difference in clerical and secretarial work)
4--So You Want to be a Secretary (presents a vivid contrast between a poorly skilled secretary and a well-qualified secretary)
5--The Administrative Assistant (provides motivation for the student considering a career as a secretary)

"Office Practice" series, Business Education Films, 5113 16th Avenue, Brooklyn, NY 11204. 16mm., sound motion pictures:

"Office Practice: Business Manners and Customs," 12 minutes; rental fee, $7. (Summarizes how the new office employee becomes part of the business world.)

"Office Practice: Working with Others," 15 minutes; rental fee, $7.

(Highlights the human relations aspects of the secretary's career.)

"Office Practice: Your Attitude," 10 minutes; rental fee, $6.

(Adequate skills alone are not sufficient to guarantee job success; they must be coupled with a proper attitude.)

"Opportunities in Clerical Work" Business Education Films, 5113 16th Avenue, Brooklyn, NY 11204. Rental fee $8.50. (Explores opportunities for the clerical worker, including secretaries.)

"The Right Touch," available from International Business Machines. (Deals with secretarial duties from a professional standpoint.)

"The Secretary in a Changing Business World," available through AVI Associates, Inc., 825 Third Avenue, New York, NY 10022. Price is $58. (A tour through the modern office world and explanation of the secretary's role.)

"Take a Letter from A to Z," McGraw-Hill, Inc., New York. Free. (Illustrates the duties of a secretary.)

"Vocational Office Training," 10-minute, 16 mm. sound motion picture in black and white. Available from Instructional Media Center, Audio-Visual Services, Michigan State University, East Lansing, MI 48824. (Discusses the program of instruction needed by students who wish to prepare for an office job, including secretarial.)

"The World of Work: Vocational Opportunities--Medical Assistant," 33mm., sound filmstrip in color with accompanying disc or cassette narration. Obtain from Eye Gate House, 146-01 Archer Avenue, Jamaica, NY 11435. Rental, $7. (Outlines both the clerical and public relations skills needed by the aspiring medical assistant. The need for advanced training to attain certification is discussed.)

Periodicals

The following periodicals will provide additional resource material:

The Balance Sheet. Articles of interest to the business educator. Published monthly September through May by South-Western Publishing Company.

Business Education Forum. Official journal of the National Business Education Association. Published monthly from October through May.

Business Education Observer. Journal of the New Jersey Business Education Association. Published twice annually.

Business Education World. Articles of interest to the business educator. Published five times during the school year by the Gregg/Community College Division of McGraw-Hill, Inc.

Delta Pi Epsilon Journal. Journal of Delta Pi Epsilon, National Honorary Graduate Fraternity in Business Education. Published quarterly. Articles of interest to the business educator written by business educators, businessmen and women and educators in disciplines fundamental to progress in business.

From Nine to Five. Articles of interest to the employed secretary, tricks of the trade, etc. Published regularly by the Dartnell Corporation, 4660 Ravenswood Avenue, Chicago, IL 60640.

Journal of Business Education. Articles of interest to the business educator. Published monthly October through May.

L.S. for Legal Secretaries. Articles of interest to legal secretaries. Published twice each month by the Bureau of Business Practice, 25 Rope Ferry Road, Waterford, CN 06385.

Modern Office Procedures. Articles of interest to secretaries and office managers. Published monthly by the Industrial Publishing Company, 614 Superior Avenue, West, Cleveland, Ohio 44113.

The National Education Secretary. A quarterly magazine which features articles of interest to the profession. Published by the National Association of Education Secretaries.

The Office. Articles on office procedures of interest to secretaries and managers. Published monthly by Office Publications, Inc., 1200 Summer Street, Stamford, CT 06904.

P.S. for Private Secretaries. Articles of interest to employed secretaries. Issued twice each month by the Bureau of Business Practice, 25 Rope Ferry Road, Waterford, CN 06385.

The Professional Medical Assistant. Bi-monthly journal of the American Association of Medical Assistants.

The Secretary. A monthly magazine of the National Secretaries Association which carries articles of interest to employed secretaries. Articles are authored by secretaries, businessmen, and educators to keep secretaries informed of their changing role.

Today's Secretary. Published monthly from October through May by Gregg/McGraw-Hill. Contains articles of interest to the secretarial science student, business educator, and employed secretary.

Word Processing. Articles of interest to the word processing secretary or office manager. Published bi-monthly by the Office Products Division, International Business Machines Corporation, Parson's Pond Drive, Franklin Lakes, NJ 07417.

Words. Journal of the International Word Processing Assocation. Articles of interest to word processing secretaries and managers.

Other Reference Sources

Business Education Index. Yearly index of business Education articles compiled from a selected list of periodicals and yearbooks. Also included are business education research studies, textbooks, and other teaching materials. Published by Delta Pi Epsilon Fraternity. Copies may be obtained from Dr. Ellis J. Jones, Executive Secretary, Delta Pi Epsilon, Gustavus Adolphus College, St. Peter, MN 56082. $3 per issue.

Eastern Business Teachers Association Yearbooks. Published through 1972 only. Articles of interest to business educators.

National Business Education Association Yearbooks. Published from 1969 to the present. Articles relevant to business education. Obtainable from National Business Education Association, Dulles International Airport, Post Office Box 17402, Washington, D.C. 20041.

CLASS PROJECTS

Camera Safari

Have a small group of students do a pictorial study of the office environment, taking pictures in ten randomly selected offices. These could then be presented to the class.

Class Trip

Arrange with the Personnel Director of a large organization to have students tour the facilities and talk with secretaries in various departments. Employees should be prepared to describe their job duties. Included might be the general manager's office, the sales manager's office, the steno pool, the legal department, the medical department, etc.

The tour could be filmed and recorded (slides and cassette tapes) for future classroom use.

Student Survey

Have each student interview a secretary and write a brief job description. Include the following:

- Title
- Size of organization
- Ten duties most often performed, in order of time spent on each

Results could be tabulated in class, providing a realistic sampling of job descriptions in the employment community.

Ask parent to help arrange appointments--and perhaps accompany students on the interviews.

Speaker

Contact local professional secretarial organizations for a speaker. Perhaps a panel of three or four secretaries from various disciplines (legal, medical, educational, etc.) would be better.

Scrapbook

Prepare a scrapbook on at least three areas of secretarial work--medical, legal, educational, administrative, etc. Depict with pictures, articles, clippings, pamphlets, or summaries of readings the information you have gathered.

Interview

Tape record an interview with a secretary. Ask the following questions:

What do you like most about your job?
What do you like least about your job?
What was your training for this position?
What should you have taken in school that you did not?
Do you think the ability to get along with others is equally as important as skills like typing and shorthand?

Be prepared to play the tape for the class.

Interview at least five secretaries. Ask them to list the advantages and disadvantages of being a secretary. Prepare a report for presentation to the class.

Ask three successful, employed secretaries these questions about their jobs:

Why did you decide to become a secretary?
What are some of your duties? (List at least 5)
Do your present duties differ from those of your first days of employment? In what way?
What further training do you wish you had had before accepting your present position?
What part of your school training did you find most valuable on your job?

Be prepared to present this information to your class in oral or written form.

Assume that you are planning to interview a secretary. Write out a list of questions you would ask in order to learn about duties and evaluation of the job. If your secretary works in a specialized field, make sure you ask the appropriate questions.

Educational Program

Assume that you have decided to prepare for a specialized secretarial position (legal, medical, educational, etc.). Develop an outline of the courses that you believe you should complete in order to be fully prepared for the type of position you seek.

Self Analysis

Using the title "My Future as a Secretary," describe the type of secretarial position you would like to have. Answers to the following questions should be included:

What type of business do you think you would prefer?
Would you prefer to work in a large or small office?
Would you like a position in which you would be meeting many people from the outside, one in which you would work by yourself, or one with only a few people within the organization?

Assume that you have your choice of being a medical, legal, technical or educational secretary. All other things are equal, such as salary, working conditions, benefits, boss, co-workers, location. Which would you choose and why? Write a report stating at least four reasons and explain each one.

Report

Write a report on a career as a male secretary. Include references to magazine articles and other readings.

Prepare a report on the Certified Professional Secretary examination, or other professional secretarial examinations. Your report should include how the examination is administered, areas covered, eligibility for admission, and advantages of obtaining the rating.

Readings

Read at least three recent magazine articles or selections from books telling about the work of a secretary. Write a summary of your reactions. Include answers to the following questions:

Which features of secretarial work mentioned in your reading do you think you would especially enjoy?
Which ones do you think you might not like?

Be sure to include statements as to the sources of your reading. You may find these indexes helpful. New York Times Index, Reader's Guide to Periodical Literature, and Business Education Index.

Newspaper Search

From newspapers in your community, clip at least five advertisements for secretarial positions that appeal to you. Be ready to discuss these positions in class, indicating why they appeal to you. Also discuss the educational background required for each of the positions.